THE SCIENCE OF JUDGING MEN

MORRELL

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THE SCIENCE *of* JUDGING MEN

EDWIN MORRELL, B. S., A. M.

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**The Knox School of
Salesmanship and Business Efficiency**

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Introduction

¶ Dr. Edwin Morrell, the author of "The Science of Judging Men," was for several years a professor of psychology in an Ohio college. He became so interested in the study of the individual by the observational method that he gave up his professorship in order to devote his entire time to teaching business men what the psychological courses do not teach.

¶ In this chapter the author brings to us the best thought of the class room and the psychological laboratory on the one hand, and the results of his years of investigation, study and practice of this study on the other hand. Dr. Morrell does not claim that this science is absolutely infallible any more than is the science of agriculture or horticulture. In judging men you are neither dealing with a machine nor with mechanical law. You are dealing with the individual and with individual variables. You are dealing with human motives and life purposes; and these things sometimes revolutionize men's lives in spite of seeming mental or physical handicaps.

¶ Analyzing men by the observational method requires a consideration of many things. If the student bases his conclusions on but part of the available knowledge, the conclusions may be faulty. A man may have a chin that indicates quick action, but a somewhat phlegmatic temperament that has a tendency to counter-balance quick action. He may have a Roman nose which

indicates leadership, but he may have a weak chin which will neutralize the leadership nose. Therefore, if the individual bases his conclusion upon one factor without taking into consideration all the other factors, he will err.

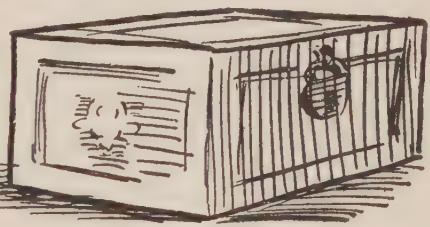
¶ While the study of human nature by the observational method is not an exact science like mathematics, yet enough is known to enable any individual to judge men with a high degree of accuracy. A book containing the pictures of four hundred of the world's great men and women does not show a single pug nose. Every nose is prominent.

¶ While we agree that the last word has not been said on this subject, we also know that all texts on psychology, chemistry or agriculture in use today will very probably not be used ten years from now unless additions or revisions are made. These are all growing sciences. In the field of Salesmanship we cannot have confidence in any psychological theory until it is thoroughly tested by the salesman—by many salesmen. Since Salesmanship is action, the only way to be certain about psychological reactions is to make thousands of actual selling tests. Dr. Morrell's material has been written after the tests have been made—thousands of them by himself and by many other men in the class room and on the field of action.

The Study of Human Nature

Dr. Edwin Morrell, B. S., A. M.

Brains and Box The box shown in this illustration will convey a lesson on Human Nature of much value to you. You will note that there are many ways of opening a box. You can knock in one or both ends of the box. You can break either side of the box. You can take the bottom out of the box if you wish. But there is a better way. You can take a key that will fit the lock, insert it, turn it, lift the box lid, thus opening the box so you can get at its contents.



A Mountain and a Man To use another figure, Human Nature may be likened to a high mountain, grim, resistant and formidable. In the olden days it seemed impossible to either scale or penetrate a mountain. But now there are pathways which are clear and plain to traverse for any person who is interested enough to do it. There are ways of getting an entrance

into or mastering any mountain. You may ascend and climb its height. You may tunnel under it. You may go around it. You may drill and blast your way through it and safely land on the other side. In like manner

you can master the seemingly insurmountable task of Human Nature study if you know the ways.

¶ This lesson in "The Science of Judging Men" will help you not only in Salesmanship and business building but also in that development of leadership which will enable you to persuade and influence men in all walks of life. Follow your guide and you will learn to read the nature of the man you wish to know and influence.

Five Ways In The five ways of entering the palace of mystery—"the dome of thought, the palace of the soul"—are the five senses, five sets of nerves which carry to the mind all messages from the external world for recognition and action. You may enter this brain box at all times through ear, eye, touch, smell and taste. In the land of human consciousness and experience, straight is the gate and narrow is the way which leadeth to the land of the mind. These ways are open night and day, from the moment of birth, till death releases the jewel of the mind from the casket of clay. It is your duty, and I trust it will be your pleasure, to thoroughly know and use these five ways. Know how to open the gates and pass in with such interests, plans and purposes as you have in mind.

Applied Psychology Psychology is a thing we all talk about, but often the language used to explain it removes it from the man on the street, and frequently makes the business man suspect it of being of little value to him. As a matter of fact, psychology is another name for what we call Human Nature study, or the study of the mental activities of the individual. Psychology is a study of mental processes, of the things that go on in the mind. Applied psychology goes further, it studies man—the whole man as he ap-

pears in life. Man is a live proposition and therefore can be observed as he acts and reacts. Man, at least on the outside, has form, size, color, density and a number of parts. All these factors can be noted and their significance traced.

¶ The science of estimating men by the observational method (applied psychology), if science it may be called, has its advantages over the laboratory tests made by psychological instruments which psychologists use in the laboratory method. Yet it can scarcely be called an exact science. Its findings must not be taken as claiming mathematical exactness. It is no more exact than the science of agriculture or horticulture, but like these sciences, as men apply them, in the application of its principles it is very serviceable. This is indisputable.

Value of Observational Method

One advantage of the observational method of studying Human Nature over the laboratory method is that you can use it anywhere, at any time, when meeting people or observing them under various conditions in life. By the observational method of study it is possible to note their mental and physical aptitudes, as well as the various characteristics, and to make deductions as to their psychological and physical nature and value. No kind of laboratory method can do this. No laboratory test can be applied to any social intercourse, business relation, and the general meeting of people in every day affairs of life. Data collected from direct observation permits of analysis, and the classification of men's actions and character. This is of considerable value in life's transactions.

¶ For example, you wish to transact a very important matter of business with an entire stranger. You have no time to look up his record, nor can you get any laboratory report concerning him. But if you can size him up by the observational method you have a distinct advantage which no psychological test or scholastic formula can give.

Studying The Individual

Man thinks, acts, remembers, reasons, feels, worships and wills. These functions can be studied, analyzed, described, and lessons can be deduced from them. All the tragedy, comedy, and drama of human life is thrown upon the canvas of the human body, brain and face by the invisible, but none the less real, actor we call the inner man, as he lives his life and plays his part in everyday experience.

¶ It is a wonderful story of being and becoming which you are studying; the story of your own life; the story of every man, woman and child you meet; the story of yourself whom you know, and the story of the man you meet and come to know as you watch and study him in his every day life. For man is not what he thinks he is, but what he *thinks* and *feels* he *is*, and therefore is an open book to be read and studied at sight.

Form and Character

Form Form is a basic law in nature and Human Nature. The history and evolution of form is the story of organism and character tendency as applied to animals and man. Form, just as truly as size and quality, indicates character. The shape of head, build of face and form of body connect up with a man's action and personality. The tendency to a certain form or type can be inherited from ancestors or modified by food, occupation, mental attitude, and physical direction. But the fact of law of form obtains. Experience in life and shape of organism agree.

¶ From the smallest atom in the mineral kingdom, the most minute cell in the vegetable world, the most inconspicuous organ in the animal creation, to the most perfect human species, the law of form indicates character. For example, the deer and the elephant are unlike in form, characteristics and habits. The track horse differs from the heavy draft horse, the hog from the fox, the bull dog from the greyhound in form and characteristics.

Length Indicates Activity Length of form in man and animals indicates activity. Length and sharpness of form as well as features show an increase of activity both in actions and characteristics amounting to excitability. That is to say, animals such as race horses and running dogs are long and slim of build. People who are tall and slim, with long sharp features, are not only mentally and physically active, but

they are liable to be extreme in this particular. They are likely to be excitable in their character and general life.

Breadth Indicates Strength Breadth of form indicates strength, power and resistibility. This is true of animals as well as men. The bull dog, for example, is powerful and well able to resist enemies in fight. The draft horse is broadly built and strong. All broad headed and broadly built men, physically, are noted for power, strength and endurance both mentally and physically. Narrowness of head as in the sheep, also in man, is accompanied with the opposite characteristics of mildness and lack of endurance. Narrow headed men, when the narrowness is in the region of the ears across, are never good fighters nor do they show great force of character or strength of mind.

¶ Roundness of form indicates smoothness, plasticity, and ease of physical action. Roundness of head and face in like manner go with the qualities of smoothness, adaptability and tactful qualities of mind.

¶ This law of form applies to the brain, the build, the face-form and the physical make-up. Biology, natural history, and psychology prove this.

Physical Factors in Personal Psychology

Color in Man Color is a sign of character and personality. Color of eyes, hair, skin and complexion are tell-tale. There are many theories advanced to account for the color pigment in mankind.

¶ The color line is long and interesting. At one extreme is found the albino; at the other is found the African. Somewhere between the two extremes we find the blonde and the brunette, but it is difficult to determine just where the dividing line falls.

Pigmentation It is held by some authorities that color pigmentation in man is a chemical effect produced by several causes: that it is first mineral, then vegetable and last animal in its evolution. By others, it is held that it comes directly from the sun, in light and heat. Still others claim that color is absorbed by the sixteen mineral bodies of the earth, is transformed in the vegetable world, through the roots of plants, etc., into vegetables, flowers and fruits, and that it becomes part of man's equipment by eating and by the digestive process.

Primitive Man Anthropologists differ as to where primitive man originated. They are mainly agreed that in color he was a brunette, and that the blonde has lost his color by living in dark, cold, cloudy Northwestern Europe.

A Few Facts It is now established by creditable evidence that color is determined more by sunlight than by heat. It is known that dark bodies absorb heat under certain conditions and radiate it under other conditions. Pigmentation of skin, eye and hair is more marked in people native to the tropics, while those native to the temperate zones have less color.

¶ The albinos, the extreme end of the blonde type, are no more sensitive to heat than people of other races. They are, however, highly sensitive to light and they have less color pigment than the Eskimo or the North American Indian.

¶ It is assumed that the dwellers in the northern latitudes have acquired their abundant pigmentation of eyes and skin from the powerful light of the snow and the brilliant sunshine.

¶ Thus the albino grades in blondness from pale complexion, light color of eyes, hair and skin to a darkening, imaginary ending line between him and the brunette, and from this line to the dark skinned, black haired, dark eyed negro. In all its gradation do we find this type.

¶ Thus color gets into the blood from food and chemical action. It gets into the skin from without by light and its reflections. From these sources by the law of heredity and the power of environment color becomes part of the organism, character and personality. The skin, hair and retina of the eye are but the visible appearance of what runs in the blood, walks down the long

road of heredity and flows out in consciousness, character and behavior, and therefore its indications are interesting and significant.

Color and Race This qualitative difference among men runs in bone, muscle, brain, nerve, organ and tissue, and this always modifies the conscious stream as it ebbs and flows in all the experiences of life. This is a great factor in estimating power.

¶ Color and race are facts. We identify one by the marks of the other, and we describe certain known characters by color predominance. Of course some races have within themselves many varieties of color of hair and of eyes, and shades of skin, as they have both varying positive and negative character values.

¶ Among both German and English are found those with fair hair and skin, blue or grey eyes, as well as those with dark hair, eyes and skin. Such mixed races are more progressive and enterprising than those of more uniform color, as Chinese and Spanish people. The latter tend to become stationary.

¶ The early white man was tall of build, restless, full of vigor, energy and courage. He was resourceful, but lacking in culture and refinement. He was rough and barbarous, often brutal as he dared the elements of storm, wild life and other dangers. But he did things. He built cities, acquired wealth, promoted civilization; and, for thousands of years he has been the conqueror and ruler of mankind.

The Brunette The brunette with his warm climate environment, where vegetation and food bearing plants are abundant, has to make little effort to supply his needs. He is easily fed and satisfied and his psychology seems a reflection of his environment. Thus, in his native country, he has become somewhat negative, subjective, religious and mystical in taste and habits of life. With civilization he becomes the scholar, the scientist and the philosopher. Those of the Motor temperament take to mechanics, transportation, shop work, hardware, manufacturing, merchandising, statesmanship and leadership in general. In the cold climates they like the indoor life. In the hot climates they prefer the outside life. The brunettes as a class are better followers than leaders, better subordinates than directors. They are more conservative and imitative than progressive or original, especially when the hair is straight, dark and coarse, and the complexion is dark olive. The darker the type, the less progressive they are.

The Blonde The blonde on the other hand, with his less fruitful environment and rigor of climate, had to fight for both food and shelter as well as clothing to protect himself. This has led to the development of energy, strength of limb, courage, quickness of wit, power of reason and will to do. While the *brunette* is the leader in *thought,* the *blonde* is the leader in *action.* The blonde is more versatile, changeable and scattering in interests than the brunette. He can do more things, have more "irons in the fire," and change more quickly than his darker brother. The brunette is more fixed in taste, life and feelings than the blonde. The brunette likes his home and family, the blonde is more

fickle in these matters. The brunette has deep passion. The blonde likes risk and enterprise. The brunette stays put, the blonde is seldom satisfied, but is on the alert for change and new relations, and is ready to lead, dare, speculate and combat.

¶ Whatever biology and speculation may have done for the brunette, the blonde has been the ideal of art, poetry and romance. In ancient Egypt, Greece, Rome and Spain the gods were represented as blonde. The flaxen haired, blue eyed English were called Angels. Divinity, royalty and noble ideal figures represented in their pottery and paintings were all beings of flaxen hair, blue eyes and fair skin.

Quality Factor Everything from a grain of sand to a revolving planet has structure and texture. The factor and law of quality is as clearly defined in the human frame as in the mineral, vegetable and animal world. There is as distinctive a difference of texture and value between gold and pig iron, between a piece of sandstone and a precious stone, as there is between spruce and boxwood lumber. Oak differs from hemlock in fiber and texture. The common hog and the fallow deer, the jack-rabbit and the elephant differ not only in size but in quality. The main difference between silk and burlap, velvet and canvas, cotton and satin is texture or quality.

¶ The Australian bushman is of much coarser grain than the cultivated Chinaman; the Hottentot than the Englishman; and similar comparisons may be made between other races. Some are fine of fibre, some are

average, while others are coarse. Quality tells. It tells in all nationalities. The female is of finer quality, and therefore of greater susceptibility, than the male. Quality influences the size of the organism, the feeling and the mental range as well. Quality of brain and quality of soul go together. Thus, when you see a man or woman with fine silken hair, fine skin, delicately molded and formed features, clear, bright eyes, you see a highly organized individual of fine quality.

¶ Such people are susceptible of high culture, of art, musical, literary or moral development. They naturally take to the finer things in education, business or social life. They seldom lead in the sterner and more practical walks in life. They create, design, finish or develop the quality forces. They write, paint, produce music, and handle the costly things. They usually lack the force, fight and driving will necessary for "Captains of Industry" or for army and navy careers. They feel keenly, suffer greatly and are likely to avoid the competitive struggle of business. They are gentlemen and ladies of quality, both of soul and body, but they lack the ruder courage and strength of the common people. When a salesman meets such people, he must take the higher level in manner, speech and action. Act the gentleman when dealing with such people.

¶ On the other hand, a coarse man of low quality fails to see the finer side of anything and he naturally responds to the lower order of appeal. He is easy to distinguish from the man of fine grain. His hair is coarse, stiff, either straight, like the Indian's, or knotted and curly, like the negro's. His skin is hard or flabby,

his features irregular and his eyes dull or animal-like in their expression. His speech is uncouth, vulgar, and shows the marks of ignorance or brutality, and his manners will be likely to correspond. He may have the spark of divinity within, but this is held back by the animal. He has not evolved. He may be found in the coarser, non-moral forms of business, usually in a small way, but he gravitates to his own line where appetite and passion rule and crude animal force prevails. If you sell to him, you will need to bear in mind his quality when presenting your sales talk.

¶ The average man is neither very fine, nor very coarse of quality; he is medium. But you find both types. Never aim too low in your approach or appeal.

Signs of Quality

¶ Quality of organism is indicated by the following signs: fineness or coarseness of skin, of hair, of complexion, the consistency of muscular tissue, and the general mold and appearance of the face.

¶ There may be fineness or coarseness of fibre. There may be plasticity, porosity or looseness of tissue, muscle, nerve and brain.

Motor Type In the Motor type there is a tendency of the muscle and other tissues toward hardness, density, resistance of pressure and slowness of change. The natural qualities in the Motor type give

endurance rather than quick response. The Motor people are hard headed people, difficult to convince. They must be shown. They are "eye-minded." They want evidence.

Vital Type In the Vital temperament there is a tendency to suppleness, elasticity, softness in the tissue structure. The whole organism is more yielding to pressure, to change and recuperation than in the other types. People of this temperament are tender-hearted. They like food and friends; the heart and stomach are the highways to their soul. They cannot be sold on feeling unless accompanied by evidence. Many of our great executives are men of this type. They are men of business acumen and sound judgment.

Mental Type In the Mental type quality is shown in fineness of tissue, delicacy of organism, high susceptibility and intensity. People of this temperament live a mind life, a highly emotional existence. The intellect must be fed and moved by logic and ideals.

¶ There is a large, indisputable, qualifying value in the matter of texture. Physical quality and mental process are closely allied.

Trained to See It is necessary that the student of Personal Psychology carefully scrutinize the individual he is analyzing from the standpoint of quality. The trained observer will make few mistakes. The fact of difference is observable, the principle involved is never at fault, but inexperienced observers may make mistakes.

¶ However, insurance companies making these standards do not take into consideration the brain measurements of the individual, which of course are of great importance in estimating actual bulk.

Head Size The next thing to note is the relative size of the head and body. Size, other things being considered, is a measure of power in some direction. A body larger in proportion than the size of head means that the body will be the greater source of power. A head relatively larger than the body suggests power in brain and soul directions. The same law holds true as regards classes and groups of physical organs of the body and zones and segments of the brain mass as shown in size, shape and regional development of skull. Quality, education and experience should always be considered when making fine estimates.

¶ Thus the male head measures from twenty-one to twenty-four inches in circumference and the brain mass weighs from forty to fifty ounces. The female head measures from twenty and one-fourth to twenty-three inches in circumference and the brain mass weighs from thirty-seven to forty-five ounces. The female brain is usually of finer quality than the male and considering the relative difference in body, the size is as large as that of man.

Standard View In getting at the actual size of a man or a woman with a view of estimating his or her power, take the standards given above regarding each sex and note the following points: when the size of the brain largely predominates over the size

of the body the individual will be interested in things pertaining to brain life, intellectual things, moral matters, self-caring or social interests. The quality factor must be considered.

¶ On the other hand when the physical proportions are much larger than the size of the head warrants for standard, the interests of the individual will be physical rather than mental. Other things being equal the leading group of physical organs or the leading development of brain section will determine the interests and activities of the individual. Thus note the regional development of the individual and make your estimate accordingly.

¶ When a man is top-heavy he will be short on things requiring physical strength and endurance. When the body structure and size is out of proportion to the size of the head he will be great in matters of the flesh but small in things of the mind.

Three Primary Temperaments—

Their Analysis and Description

Temperaments Temperament is at once a sign of condition, of constitution and of mental make-up. Therefore the subject of temperament really involves a study of anatomy, physiology, heredity, anthropology, ethnology and psychology.

¶ There is no individual found without the three temperaments in his physical and mental personality. To illustrate by one or two homely examples how to

arrive at a conception of the full meaning of the word temperament, let us take two examples. In making lemonade at least three ingredients are required: lemon, water and sugar. These three properly blended make a very palatable drink, but any of the elements out of the right proportion gives special character to the lemonade. Too much sugar makes it over-sweet; too much lemon, over-acid; too much water makes it insipid. In the making of bread there are at least three elements needed: flour, yeast and water or some liquid. These elemonts properly balanced will make good bread. Too much flour spoils it, as will too much yeast or water.

¶ In like manner any of the three systems or groups of organs which form the physical basis of man, found predominating or much larger than any other system of organs, gives type-individuality, special tendency and power to man's nature.

The Mental Temperament

Anatomy The Mental temperament includes in its anatomy all the physical apparatus used in the production of sensation. Hence it is called the Mental or Sensory type, the temperament being determined by the brain and nervous system. The motor and sympathetic nervous system must always be associated with this temperament. The brain is the chief instrument of mind, the seat of all sensory and physical processes, and the nervous system is merely an extension of the brain to the different parts of the body. It is by these physical

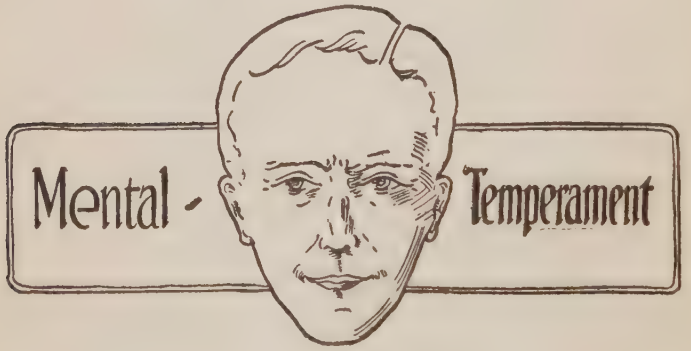
organs that sensation is wrought into consciousness, and transmuted into emotion, thought, feeling and action.

Physiology The brain is a soft, irregular mass of matter filling the cavity of the skull. It is not a single organ, but the seat of numerous distinct powers. It does not secrete thought, as the liver secretes bile, and the stomach, gastric juice, but it is the instrument by and through which the soul functions all forms of intelligence. Through this physical member the soul counts the stars, fathoms the ocean, analyzes the earth, talks around the world, and utilizes various forces for its own convenience. Brain is the switchboard section of the nervous system, by means of which the soul gets in contact with matter and other minds.

Physiognomy The chief sign of the predominance of the brain and nervous system in the make-up of the mental type of individual is the unusual size of the head. The face is pear-shaped, wide at the upper section and narrowing to the chin. The trunk and limbs are proportionately less in evidence in this temperament than in the others to be noticed later. The bones are light; muscles are slim. The entire frame is characterized by delicacy of structure, the face by the fineness of its mold, and the general appearance shows quality, texture and refinement.

¶ The limbs, hands and feet are usually thin, as are the nails, nostrils, lips, skin and skull. The chest and abdomen are never well developed. The eyes are quick, bright, usually hazel, gray or blue in color. The nose is relatively small, finely formed, frequently straight and

bridgeless. The forehead is high, wide, long from the ears forward, pale and expressive. The head is broadest at the upper section. The hair is usually light in color, fine of quality, frequently wavy in its appearance. The chin is often pointed, not large or prominent. Indeed, all the features are delicately carved, sharp and expressive. The voice is high-keyed, quick, susceptible and intense. Too much mentality and too little vitality are the keys to this make-up.



Psychology Psyche, fair Greek divinity, according to mythology, presided over the realm of the soul. This temperament stands distinctly for all the forces at work, characterized under the term soul.

¶ People of this build are creators and lovers of literature. They are artistic, poetic, moral and religious. They live in the realm of reflection, fancy, sentiment, and spiritual feeling. Indeed they are very susceptible to extremes of thought and higher emotions. They live

a soul life, a brainy experience, and revel in an intellectual atmosphere. People of this temperament are usually brilliant. They soar to the highest and at times may experience deep despondency.

¶ When such people are high of motive and ideal, they are likely to be inspired and exalted in soul. But when they come to the other extreme of thought and feeling, there is no depth of despair to which they cannot descend. The life of Edgar Allan Poe shows both sides of the capacity of the highly organized mental type. Such people are given to education, decoration, and all forms of literary invention. They embellish, highly finish, and delight in the refined things of life.

Examples Here are a few examples of this type: Edgar Allan Poe, William Ellery Channing, Ralph Waldo Emerson, Belva Lockwood, Lyman Abbott, Hall Caine, Herbert Spencer, Charlotte Bronte, Frances Willard, John G. Wooley, John Henry Barrows, Edward Everett Hale, Judge Ben Lindsey. Get the photographs and study the biographies of these individuals and you will be surprised to find how the characteristics of this type correspond with the temperament described.

Appeal In dealing with this type of man you must go the brain way. This is the thinker, the reasoner, the analyst, and the man of logic. He is the brain man, critical, imaginative and sentimental. In trying to secure response you must appeal to reason. You must have a philosophy. You must trace relation between cause and effect. You must exhibit culture, taste, and refinement, and all that goes with these qualities. This

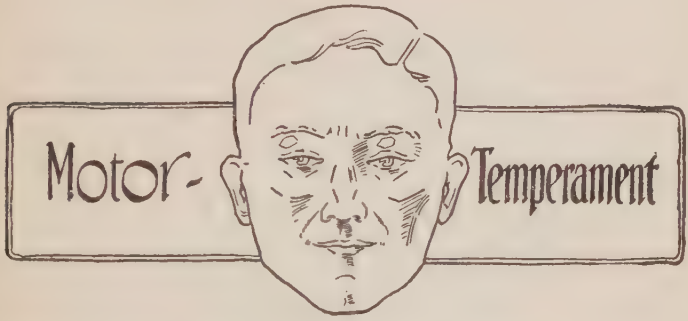
temperament is your real "high-brow" and your sales-talk must have educational interest and informational value. This man must be taught; he must be made to think, for it is through reason and instruction that you will reach his will for action. Facts have some power with him; feeling has some influence; but theory, philosophy and thinking are the way to his will and action. Let him feel his intellectual value and importance; defer to his scholarship. At the same time let him feel you are posted. You must get him thinking highly if you are to influence him your way. This is your *quality* man. He likes class and exclusive goods. He inclines to buy the better kind of material. Beauty, finish and style appeal to him. He can see future values and prospects.

¶ If you have the gift of language and know your goods and story well, paint him a word picture while you detail your samples. Sell his reason and imagination. Make your picture brief, pretty, warm, animated with feeling. Punch is your master stroke. Never be crude with his type, if he looks moral, or you will fail. Make him think clearly and feel highly, with quality, class and finish as your key words.

The Motor Temperament

Anatomy This temperament gives structure to the frame. It includes three sets of organs: *(a)* bones, *(b)* the ligaments, *(c)* muscles. These together constitute the framework of the physical man.

Physiology The functions of the organs enumerated are for locomotive purposes. There is neither form nor action to man without them. Hence, when they greatly predominate, this is called the motor-moving or mechanical temperament.



Physiognomy With the Motor temperament you will find the following characteristics in the appearance of the individual possessing it: tallness and spareness of frame, a strong tendency to angularity. All the bones are clearly defined, especially at the wrist joints, the finger joints, and other joints of the limbs. The shoulders are square, the chest comparatively flat, the limbs long, sometimes strong, and not very tapering. There is a squareness, ruggedness, and angularity to the whole physique. The face is oblong; the hair is strong, frequently straight, usually coarse and abundant; the cheek-bones are high. The brow is sloping; eyebrows are bushy and well defined. The complexion may be light or dark, there being two pretty well distinguished types of this temperament—the dark motor and the light motor. The face is determined, severely earnest and often stern

in its aspect, especially in the darker type. There is always the characteristic of strength and plainness in make-up.

Psychology Generally speaking, people of the Motor temperament will be noted for the following characteristics. They are positive, persistent, determined, independent. They have perseverance, often amounting to stubbornness. They are likely to be unconventional, lacking in politeness, blunt, radical, honest, courageous, but endowed with self control and self confidence. Such people delight in action. They do things. They are sometimes proud, domineering and arrogant. They are of practical intellect, gifted with observing power, and more given to facts than to reflective thinking. They have strong passions and feelings, and are very affectionate, but not demonstrative in these particulars.

Examples The following are good examples of this type: Abraham Lincoln, Andrew Jackson, John Brown, Oliver Cromwell, Charles Darwin, Julius Cæsar, William E. Gladstone, George Stevenson, Peter the Great, David Livingstone. Look up the photographs of these men in your encyclopedia and study them carefully. Their biography and their psychology are bound to correspond.

Appeal If you wish to appeal to a man of the Motor type, you will do well to remember all these characteristics and to know as an absolute fact in dealing with them that they will respond in the line of their strong tendencies. You cannot oppose such people with success. You cannot force such people into action. The

only way to handle them is to plus their peculiarities, cater to their practical mental outlook and avoid their strength of will and independence of spirit by tact and objective example. They "come from Missouri" and must see things in action. They clamor for fact, and will stumble at theories.

¶ Therefore, for the Motor type of man, pile up evidence of profit, bulk, utility and service. Give him statistics and figures of what the goods do. Put all you can before his eyes. Let him see and handle your product. Give him action, object lessons and demonstration. Hammer away with facts and example, action, service, and permanent worth. Don't over embellish or argue. Give no "high-brow" stuff here. Play on *service,* not *sentiment.* Give him *merit,* not *mush.* Lead him to see the real value and use of your goods. Show him you are sincere, reliable and honest, if you would move the Motor man to judge and buy.

The Vital Temperament

Anatomy Anatomically speaking, the *vital* temperament is dependent upon the predominance of the organs whose function it is to furnish nourishment to the body. Such are the heart, the lungs, the stomach, blood-vessels, lymphatics, etc. These are the organs by which air and food are manufactured into blood for nutrition and repair of the entire body.

Physiology The formation of the nutritive system can be watched in its progress and development by observing the process of incubation. An egg,

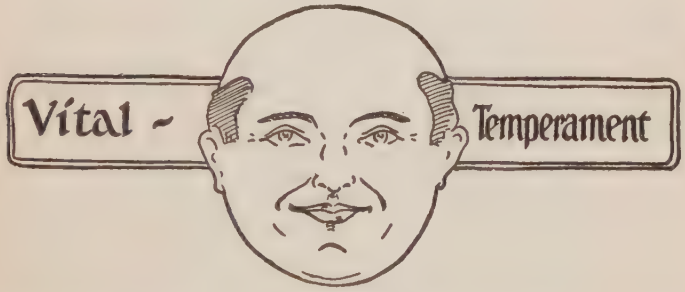
broken at the larger end three or four days after it has been in the incubator, will disclose the heart and circulatory system formed and at work. The yolk of the egg provides the nutriment and the circulatory system takes it up and proceeds to the building of tissue and organs of the body of the chicken. The Vital temperament is the temperament of life, vitality, nutrition, and includes the vital organs referred to.

Physiognomy Persons possessing this system of organs in pronounced development will be found to have an ample chest and abdomen. The limbs are short, plump, tapering and the extremities such as hands and feet are relatively smaller than those found in persons possessing the Motor type.

¶ The whole form of this make-up, including the body, head and face is characterized by roundness, plumpness, softness of tissue and organ. While the *Motor type* stands for *squareness,* the *Vital type* stands for *rotundity.* The heads of such people are round or conical in shape, wide across from ear to ear, full at the base and back, and relatively lower at the crown than the motor type. The neck is short, well built, often thick, with a good showing of flesh in structure.

¶ The face inclines to roundness, being oval in its shape. The cheeks are plump, eyes large, lips red and inclining to thickness rather than length. The chin is round, fleshy, forming sometimes a double chin. In other words, all the bones are covered with flesh and fatty tissue.

¶ The complexion is usually florid, but as in the motor type there is a dark variety. The face widens from the corners of the eyes to the mouth. The skin is usually soft and fine, hair light brown to auburn. The expression is characterized by hopefulness, and a free, easy-going spirit. The nose is short and wide, ears fleshy, fitting close to the head, and frequently long, but not so long as those found on the Motor type.



Psychology Persons possessing this form of organization are inclined to be friendly, sociable, inclined to business, possessed of good appetite, fond of foods, liquids, pets, animals, and the good things of life. They belong to the physical side of life; to dealing, manufacturing; to newspaper and magazine literature, etc.

Examples Lord Salisbury, Queen Victoria, D. L. Moody, Seth Low, Grover Cleveland, Wm. McKinley, Wm. Howard Taft and other persons characterized by roundness, plumpness, and fullness of body, face and general appearance, can be recognized at once as possessing these qualities. Look up their photographs

and biographies, and you will find a correspondence between known characteristics of mind and physical appearance.

Appeal The men and women possessed of the *Vital* temperament are people of feeling and emotion. The *Motor* temperament wants evidence, visible evidence. This type demands "heart stuff," as well as evidence. The feelings must be stimulated. The emotion must be aroused by enthusiasm, emotional interest and such arguments and descriptions as will quicken the pulse and warm up the entire social nature, in order to get the best response. They are not affected so much by dry facts or cold logic as by the warm hand grip, the cordial greeting, the optimistic appeal, and the life-interest discussion. Remember you are playing on the heartstrings; you are moving the will through the emotion. You are to get action by the way of feeling. Wife, mother, home, food, friends, profit and good-time are all stimuli in the way of reaction in dealing with the *Vital* type.

¶ The salesman should recognize these points. The nutritive or vital type of men or women love ease. They don't like hard work. Therefore, put them at ease and do everything *for* them when trying to make a sale. Do everything you can to make them comfortable. Eat with them; jolly and joke with them if necessary; but never forget that they are self-caring, inclined to look after self, and would rather see others work than work themselves.

¶ If there is a good brain as well as ample body, you may expect power in some direction. But it takes more

effort to sell such people than those of the decided Motor type. The man of Vital temperament is naturally slow to decide. It is usually difficult to sell him at the first interview. He wants to think it over. If you force a decision he will give it to you, but it will almost always be against you. Give him your evidence. Tell him to think it over and you will see him the next day. Play on self, profit and friendship. If there is any chance for an order you will get it by following this method. Get the order if you can at the first interview, and particularly if the article is low-priced. But if the deal is a big one do not force the issue at the first interview.

Balanced Type When the three temperaments are found harmoniously blended, you have the *Balanced* type. This is an ideal seldom discovered; but when it is found, you can combine and modify all the description given concerning the three and make your inferences accordingly. Such people are many sided. Mr. Bryan is a splendid illustration of the balanced type. When but two groups of organs predominate in an individual make-up over the third, the temperament is called by the combined name of the two groups or organs thus determining the type: mental-motor or motor-mental types; motor-vital or vital-motor types; mental-vital or vital-mental types. When you combine the descriptions given under any two primary temperaments, you find the temperamental make-up of your prospect.

The Face of Man

¶ The word face is from the Latin *facio,* and means to make. The face makes the individual appearance. It is mainly by the face that we distinguish one person from all others.

¶ The face is a library of all past human history. It is also a one-page biography of the individual. An expressive face may indeed speak volumes; at least the face is a good or a bad letter of recommendation. The features indicate the nature and forces of the real life, either latent or active. It is the most expressive part of the whole anatomy.

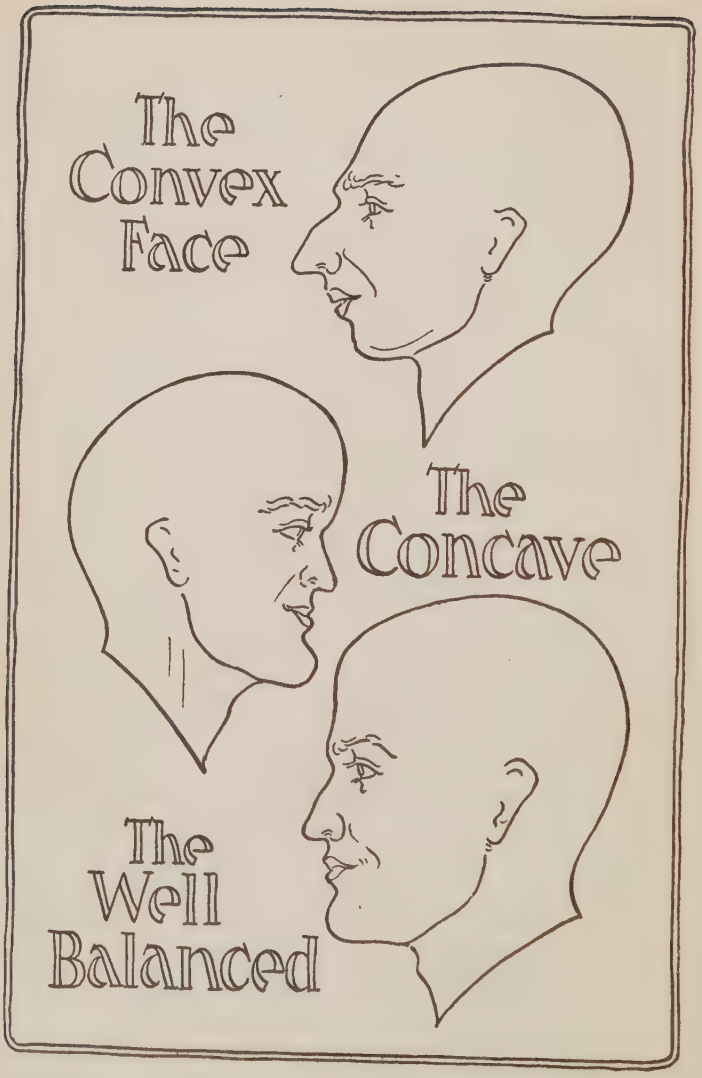
Many Faces Yet Only Two Kinds The face is at once a mirror and a revelation of the mind behind it. There are all kinds of faces: young, old and middle-aged; red, white, black and yellow; faces pleasant and attractive; faces repellent. Some bear the stamp of honesty; some the mark of Cain; some are radiant with purity, others are vile with shame; some have the expression of gentleness, others are cruel and cold; some are loving, others are loveless; some are courageous, others are cowardly; some are optimistic, others are pessimistic; some are regnant with divinity and others are besmirched with the howl and scowl of the beast.

¶ Some faces are long, others are short; some are thick, others are thin; some are heavy and dull, others are light and intelligent; some are smooth and others are angular. All colors, all shapes, all kinds of expressions

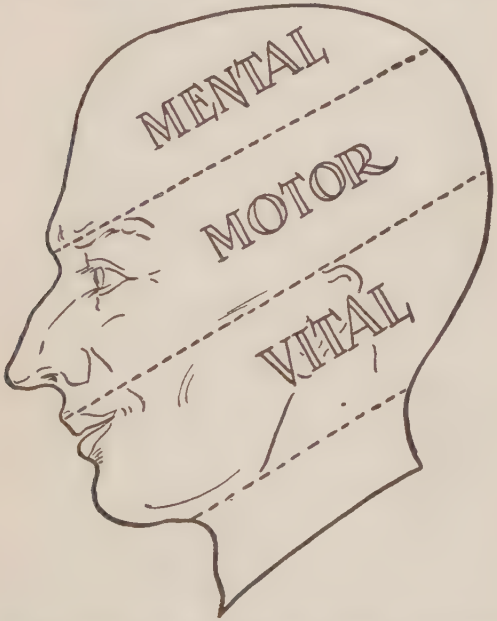
are found within the little radius of an eight to ten inch space. Just a little slit we call the mouth, a little projection we call the nose, two little dents with balls enclosed we call the eyes, two cheeks, a chin, and a space called the brow, a few muscles, bones, nerves and blood-vessels, include the wondrous thing we look at first as we open our wondering eyes on this great world, and the last we care to look upon as we close them in death and go into the land of mystery.

¶ Yet there are only two faces: the face active and the face passive. The face in its expressive states and the face in its regular and usual outline. The one is the transient face, the other is the permanent face. The mind builds the face, reveals itself in and through the face, declares its states of feeling, its passion and piety, its power of will, depth of thought, height of ambition, its reverence, conscience, kindness, patriotism, and a thousand and one passing and permanent states. The face reveals the state of mind at the time of its action. Any state of mind oft experienced and often repeated tends to build a permanent expression of the face and thus becomes tell-tale.

Three General Forms There are three general forms of face, as to outline: the round form which is to be associated with the Vital type of constitution, and the psychology that goes with it; the square shaped or angular form which is to be associated with the Motor constitution, and the psychology that goes with it; the triangular or pear-shaped face which goes with the Mental temperament and make-up, and the psychology connected therewith.

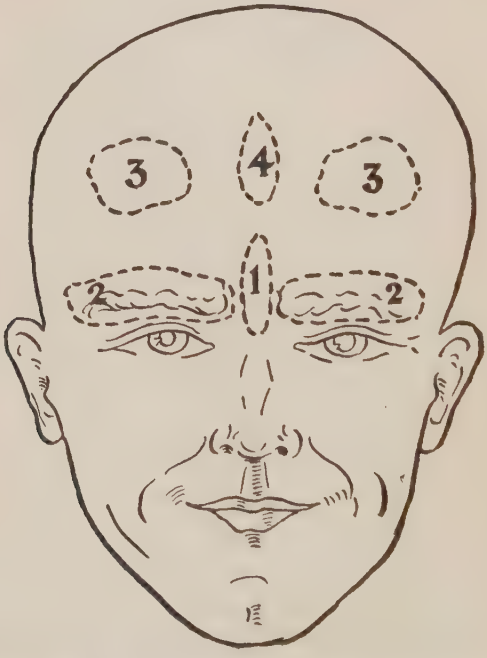

The Convex Face
The Concave
The Well Balanced

¶ There are three other types of face (Fig. p. 38): first, the convex, with a protruding center, receding chin, and receding forehead. This is the face of the quick thinking and quick acting type. Second, the incurved face, concave in its nature with projecting chin and over-hanging forehead and receding center portion. This is



to be usually associated with the slow thinking and deliberate acting type. Third, there is the non-curved face which exhibits practically a straight line or plane, from the tip of the chin to the top of the brow. This is the highest form of evolution in the build and mold of the face. This predicates a more balanced type of thought, feeling and action.

Three Zones to the Face Zone one, from the eyes up, is the thinking zone; zone two, from the eyes to the mouth or just above, is the zone of the will; zone three, including the mouth and the chin, is the zone of the heart. The first is the region of the Mental type; the second, the Motor territory; and the third is the field indicating the Vital temperament. (See Fig. p. 39).



The Forehead and its Facts The forehead of man has always been regarded by the observer as the front door to the mind. The more forehead there is as to height, width and length, other things being

equal, the more intelligence the individual possesses. It is here the crowning qualities of man are located.

¶ When the lower part of the forehead is amply developed and the eyebrows overhang, you have the observing type of intelligence, the scientific cast of mind, the talent of practical judgment. A lack of development here is associated with lack of such mental characteristics. Darwin and all leading scientists have the lower part of the forehead pronounced in its development. (See 1 and 2, Fig. p. 40.)

¶ The upper segment of the forehead is the thinking zone. Men and women given to reasoning, to logic and philosophy usually have this form of brain development. A lack of this upper frontal development and the lack of these thinking characteristics usually go together. Herbert Spencer and other leading thinkers in educational, inventive and business realms have the upper forehead well represented. (See 3; 3, Fig. p. 40.)

¶ When the central part of the forehead from the root of the nose to the hair line is the most pronounced in development, such individuals see details, have a good memory for events, are critical, analytic, and intuitive. When this region of the forehead is flat or hollow, the person is lacking in the mental qualities of analysis, observation and memory of details. (See 4, Fig. p. 40.)

¶ The wider the forehead, the more musical, mathematical, inventive and imaginative, as well as humorous, will the individual be. A narrow forehead in this section will be accompanied by a lack of these mental qualities. Allowance must always be made for quality of brain and educational attainments in estimating these various

phases of intellectual power by the shape and development of the portal to the mind.

The Window of the Soul The eye has aptly been called "the window of the soul." It is a camera of the highest grade. It takes more pictures in one day than all the artists in the United States can take in ten years, and it does its work more accurately. All these pictures are images of objects, and are the stuff out of which ideas are made. The eye must be judged by its size, its form, its color and its clearness. The distance the eyes are set apart and the way the eyes express themselves when looking at objects or individuals must be noted. The large eye is telescopic and sees big things. It has sweep of vision. The small eye is microscopic and sees details. It is best at short range, and most competent in getting minute observational values. Eyes set apart, either large or small, indicate perception of form and structure, and usually go with breadth of mind. Eyes set close together, hugging up to the nose show a lack of perception of form, structure and broad-mindedness. The grey eye stands for coolness, critical judgment and intelligence. The blue eye denotes emotion. The dark or black eye indicates passion and power. The dark-brown eye predicates love and affection. The light brown eye is the eye of friendliness and sometimes of temper. Yellow colored eyes go with lust for blood and are found in tigers and vicious people. The hazel eye craves and gives sympathy. The black eye is magnetic in its flash and power. The yellow or green eye on the other hand is hypnotic. A clear eye denotes health. A fishy eye denotes moral disease. The open eye indicates frankness. The almost closed eye goes with

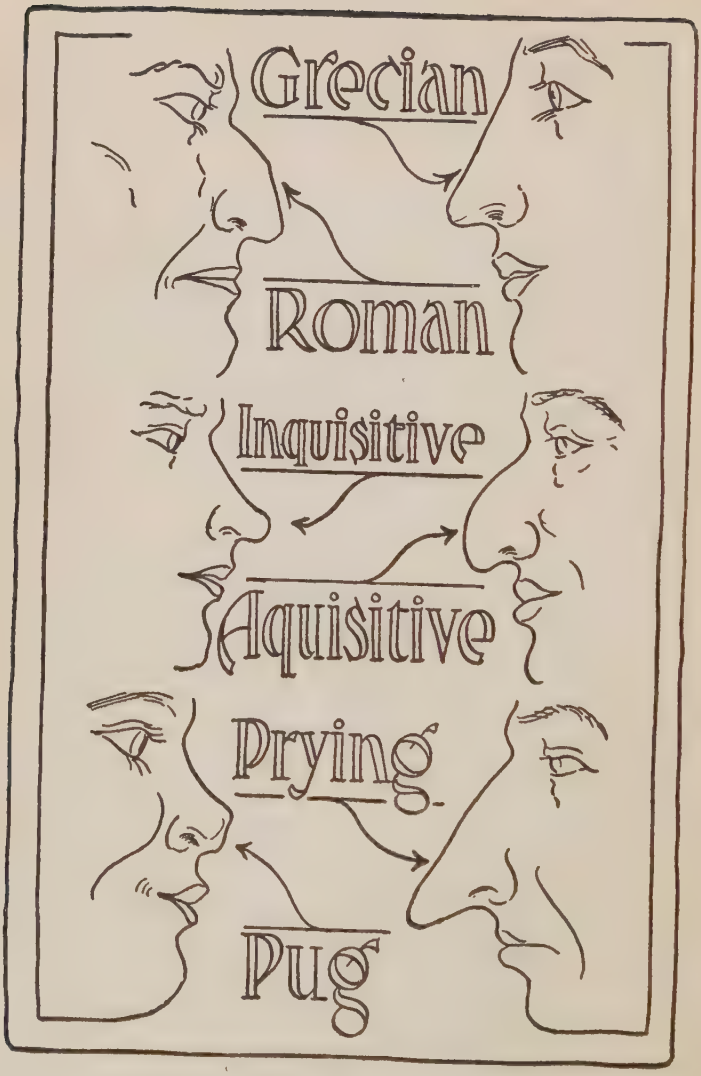
cunning. Full eyes, protruding with baggy appearance underneath, denote verbal memory, talking power and oratory. So the revelations of the eye bespeak most of the emotional states.

The Nose and Its Story It is a long way from the nose of the fish to the trunk of the elephant in animal evolution. It is a long story from the insignificant nose of the most intelligent ape to the pronounced proboscis of the most dominant leaders in thought and action among men. The nose is the center of the facial community. It is the external end of the lungs. It is used for smelling. It is the chief instrument through which the breath is taken. (See Fig. p. 44.)

¶ A well developed nose should be one-third the length of the face. The straight or Grecian nose bearing a straight line from the root to tip indicates taste and susceptibility to culture of various forms. It is the nose of refinement. The Roman or bridged nose, when the bridge is in the middle section and is pronounced, indicates Motor power, love of authority, self defence and aggressive leadership.

¶ The Aquiline or Jewish form of nose with its gradual curve from the root to terminus, broad and beak-like, is indicative of shrewdness, bargaining skill, tact, cunning and business sagacity.

¶ The concave nose which is bridgeless, lacking in bone and with its end erectly inclined, is the sure sign of inquisitiveness, superstition, credulity, shallowness and mental limitation.


Grecian
Roman
Inquisitive
Aquisitive
Prying
Pug

¶ The pug nose, large at the base, ill formed, short, and without bridge, is the nose of undevelopment, the nose of the child, whether on the face of an infant or a grown person. An individual with such a nose is likely to be a procrastinator even if he has a good mind. The more bone in the frame, the more strength of will. The less bone in the nose or frame, the weaker the will the individual possesses. The wider the nose at the base, when the other sections are well developed, the more breathing power, thinking power and concealing power. A narrow base of the nose with small pinched nostrils shows a lack of lung power, but indicates cunning and deep thinking. The more pointed the nose, the more analytical and exacting is the individual. A blunt ended nose shows inability to make fine analysis. An unduly long nose is the sign of a pottering, prying, prudish nature, while a very short nose indicates dullness of mind.

¶ The five types of noses are subject to combination in forms. When they are mixed, the more nearly the nose resembles any one of the types, the more readily can one associate with it the characteristics belonging to one of the types described.

The Mouth and its Message The mouth is the external end of the digestive system. The upper and lower lip with the cleft between constitute its form. The prominence or the lack of prominence of the mouth as a whole or any of its members carry definite characteristics. The ample mouth expresses appetite, passion and the language of power. A small insignificant mouth shows defective digestion and

a loveless soul. The lips drawn up at the extreme corners show love of praise; drawn out and wrinkled, show love of mirth. When the lips are drawn down at the corners, the individual will be mirthless, stolid and without much hope. Normally red lips indicate active affection; over red lips show passion. Thick, coarse, red lips are the sign of sensuality; but thin, well-formed lips bespeak the control of all social emotions. A long, stiff, pointed upper lip shows will and the power to concentrate. A short upper lip indicates versatility and lack of inclination to concentrate.

The Chin and its Indications One difference between barbarism and civilization is shown in the form, size, prominence or the lack of these in the build and form of the chin. A strong, convex chin shows good vitality, heart power, and physical endurance. A weak chin goes with a lack of these qualities. Few old men and women are found with small, inferior, receding chins. No animal has a pronounced chin like a well developed man. A good, well developed chin shows vitality, courage, affection and a good hold on life. A long, narrow chin indicates an intense nature. A broad, square chin is a sign of persistence and fighting qualities. A dimpled chin goes with a boyish, prank-loving spirit. A double chin presupposes a dislike for serious mental or physical effort.

Cheeks and Their Tale The cheeks are the main walls of the face. Full or convex cheeks show good digestive and breathing power, a hearty nature, a good physical equipment and a love for the things of the flesh, while flat or hollow cheeks go with

stomach weakness and nervousness. Full cheeks, rounded and well padded with flesh, are a sign of the vital or nutritive temperament. Their possessors are jolly, hearty, worldly-minded people, though they may be religious and full of vigor. The lantern-jawed man may be a dyspeptic, a cynic or a strong thinker. He usually has poor digestion and poor lungs.

Jaws The jaws have long been the subject of much comment. We speak of the bull-dog nature when the jaws are pronounced and angular in their formation. The lack of courage or tenacity is to be associated with the opposite build of jaw. Wrinkles in the face may indicate ruggedness of mind. Dimples always stand for playfulness; and thus the face is tell-tale with all its forms and every one of its members.

The Ears The ears are scarcely a part of the face, nor do they belong to the head. They project into space to catch the sound waves, borne to them from the vast sea of sound. The larger the ear and the coarser its development, the more primitive is the mentality of the possessor. The finer the ear in its form and convolutions, the more refined, talented and subject to culture is its possessor. The upper lobe stands for mentality, the lower for vitality, the middle section for executive power. The lower the ears are set toward the neck, the more physical and animal is the individual. The further set back from the eye, the more mentality the person will have. A well molded and formed ear is a sign of a balanced mind. Most criminals and defectives have ill formed ears. The ear is the external part of the sense of hearing and may be a sign of musical talent. Ears

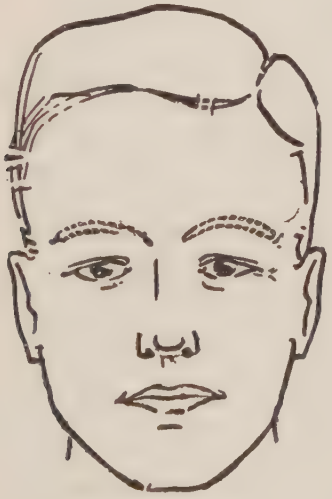
projecting greatly from the head, when hard and firm, show impulsiveness and anger. Ears fitting close to the head, gristly in their nature, show caution, cunning and lack of courage. Thin ears show a fine nervous organism and high susceptibility of nature, while thick, heavy, ill-formed ears show lack of fine feeling, keen mentality and good breeding.

The Two Sides of the Face Some people are said to be two-faced. Whether this be true or not, it is a fact that the two sides of the human face are seldom exactly alike in their size, mold and significance. The perfectly bilateral face is hard, perhaps impossible, to find. The same is true of the nose, eyes, chin, cheeks, jaws, lips, ears and even nostrils. It is now claimed by anthropologists that the right side of the face of the individual resembles the father and his ancestors; the left side resembles the mother, her ancestors or relatives. Study the several members of the face separately and then combine the indications in estimating the individual.

National Psychology

¶ There is National Psychology just as sure as there is group Psychology. Twenty clergymen would never be mistaken for a group of horse-jockeys. Twenty-five laborers could not be mistaken for a group of college presidents. Twenty-five artists look altogether different from as many practical mechanics. Their talents, their callings, and their several environments stamp the distinction and difference between these groups.

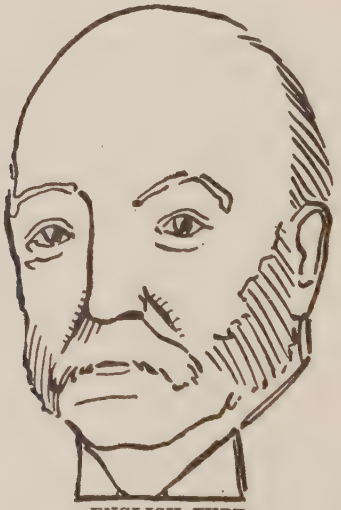
¶ The same is true of National Psychology. It is marked, distinct, and easily discernible by the observing mind. Climate, soil, food, religion, government, education and industry contribute to the National character, as does the more important factor of heredity. All this is shown in the build of body, form of head, type of face, general habits and characteristics of life.



AMERICAN TYPE

American The American type is perhaps the most mixed and the most aggressive of all national types, America being the melting pot of all nations. The typical American has the mental-motor type of constitution and reaction. He is tall, slim, boney-muscular in build. His head is long, features sharp and expressive, and his character is just as distinct.

¶ Variety and multiplicity are the keys to his life. He is original, experimental, inventive, free, independent, quick, enterprising. He clamors for new interests and stickles for results. He is fond of travel, full of ambition, tolerant in religion, ever ready to make and spend the dollar. Freedom is his love, equality his motto, versatility his talent, and restlessness his invariable condition. He is indulgent to children, chivalrous to women and kind to animals.



ENGLISH TYPE

English The typical Englishman is of the vital-motor constitution and reaction type. He is, therefore, stocky and solid of build, rather slow in action. He is self-satisfied, proud, conservative, reserved, stolid in habit and attitude of mind. He has a rather long face and head. He is a lover of home, a strong nationalist

with family pride. He has a good appetite, an easy-going disposition, yet he is a good hunter and a general sportsman. He is a careful student, a defensive fighter, a thorough business man, and an astute statesman, as well as a lover of titles and social distinctions. His face is of the long, square type with broad, high forehead.

SCOTCH TYPE

Scotch The typical Scotchman has the mental-motor or motor-mental type of constitution, with more bone than muscle in his motor frame, and his reactions show his physical combination. The Scotch are determined, conscientious, prudent, steady-going, observing, critical, conventional, clannish, highly religious as well as solid and practical in morals and life.

Irish The Irish as a rule have a vital-mental basis to their type. They are, therefore, warm-hearted, very sociable, as given to fun and fighting as the bird is to flying and the fish to swimming. They are talkative, patriotic, ardent of affection for children and animals

AN IRISH TYPE

and sex. Politics and politeness, blarney and vanity are as strong in the Irish as are religion and kindness.

German The German's physical make-up is characterized by width, height and squareness, with the motor and vital elements strongly developed. He tends to become fleshy, heavily built, stolid and slow of

action. While Germans are nationally exclusive, they are domestic and quite sociable. The typical German is of a scientific and somewhat philosophical mind, but he is more given to habit action than to originality. He is a good eater, fond of liquids, is industrious, is given

GERMAN TYPE

to manufacturing, music, religion, agriculture, military science and the home.

Japanese The typical Japanese has a light, wiry, motor built body. He has a large frontal brain for the build of his body. While not heavy in the structure of his body he has a wonderfully dexterous athletic make-up. He is quick and intense when aroused to action. He is sudden and agile as a cat, but he can be just as noiseless, quiet in demeanor, cunning and

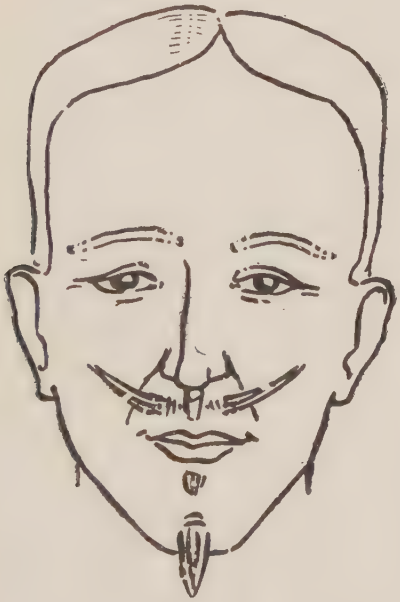
smooth as a member of any other race. There is no question about the Japanese ability to copy, imitate and adapt himself to various situations, to assimilate experience and knowledge from many sources, and to give what he acquires the stamp of his own peculiar type. The Japanese are polite, diplomatic, artistic, skilful, superstitious, strongly given to religion, trading and

JAPANESE TYPE

warfare. They are perhaps the most progressive of the dark brunette type among nations.

French The French temperament is both artistic and highly sociable in its psychology. The French are brilliant, ingenious, showy, lovers of form, pleasures and variety of program. Like the Athenians of old, they are ever hunting for some new thing. They create

and adapt novelties as well as make fashions for the multitudes. They are highly entertaining, vain, talkative, impulsive and quick to respond to all forms of stimuli. They are given to ideals, much dressing, Bohemian manners, and not a little culture. The vital-mental tempera-



FRENCH TYPE

ment is found prevalent among the French; so is the Mental or Sensory type.

¶ Thus we might continue describing the National Psychology of various other nations. Every nation has a distinct psychology which it has acquired and

transmits to its descendants. The student of Personal Psychology should ever recognize these racial factors and national psychological types in making his estimates and coming to his conclusions.

¶ The salesman to make a proper approach and influence his customer to buy his goods must take the key which race and national types offer. The Jew is always Jewish. He is a born trader. He will have to be shown bargains. He will talk business before anything else, unless it is religion. You can mix the two somewhat with him and secure his interest. The Englishman is always English both in his business and pleasures, his character and personality. Get this clearly in your mind before you make your approach and show your samples.

¶ Nationality tells. Race instincts in the first and second generation must not be overlooked. Get at this psychology and you will strike the right note for getting good business.

Underwood & Underwood

HON. WOODROW WILSON

EX-PRESIDENT OF THE UNITED STATES

SIKOGRAFS

Ex-President Woodrow Wilson

Psycho-Physical Analysis

¶ Age sixty years; height and weight about medium; complexion medium, between blonde and brunette, with evident conditions of good health and mental vigor.

General Equipment A full survey of the build and construction of Mr. Wilson's organism shows a good physical equipment for life and action. This is indicated in the build of the face, head and body. The quality of the organism, such as fine hair, compact tissues, and especially the general refined expression in the face, are indications of fine texture or quality which goes with good breeding.

Special Type The three great groups of organs which comprise the anatomy and physiology of this man are in fair balance. The motor group, which includes the bones, muscles and their connections, is the leading group in his structure and make-up. The brain and nervous system group of organs come next, and the nutritive group, located in the two cavities of the body, follow in the order given as to their strength and efficiency, putting him in the Motor-Mental class.

Form and Construction The conformation of President Wilson's body and face is of the long, square order and indicates personal activity and intensity. He is built for action. All birds and

animals noted for quick and continued action are long, spare and slim of build. The same is true of men. Length of head, limb and form indicate activity, while length and sharpness predicate intensity. The converse will be found true to nature.

Head and Brain type. The head is of the long, high, square and narrow type, which is the moral, ethical, intellectual, rather than the commercial, Mr. Wilson is not of the money-making genus.

¶ This type of head indicates greater mental and moral interest than social and commercial values. For while the head is of the long type it is relatively short at the back. The main interests are in front and above the ears. People with this shape of brain mass tend to intellectual action, moral and religious ideals, and to be very select in their social relations. They may be democratic in intellectual views, in moral passion, liberal in general outlook, but they are apt to be exclusive, conservative and aristocratic in their social expressions.

Fighters are Broad-headed. Bloodthirsty animals and fighting men are of the broad-headed development, especially at the base and around the ears. All wild, untamable animals and all warriors, ancient and modern, prove this inference. The camel, the sheep, and the greyhound are narrow headed and meek; the rattlesnake, the bull dog and the tiger are broad-headed and savage fighters. Commercial-minded men are wide of head in front of the ears and general width of head goes with business talent, as does cunning and craftiness.

Forehead The pronounced development of the front head just above the eyes and the length from the opening of the ear forward is the same as is found in men of fact gathering and scientific tastes, and shows Mr. Wilson to be a careful observer and gatherer of data. This tendency is not so much in the line of material values as of ideas and mental things. His judgment concerning the science of morals and the laws of thought is more to be trusted than his judgment concerning commercial matters, because his study and experience has been more along the science of thought than the science of commerce. He is more a teacher and moralist than a business man; more a man of culture and literary affairs than of commercial talent. His mental trend and past experience has made this so.

The Face The face is outcurved in the central section, showing the nose quite prominent, convexed in its build and strongly defined. The eyes are large and full, the forehead is ample in length, height and width. The mouth is inclined to be straight and closed in its mold and habit, the chin is long and pronounced in its development, the jaws, cheek bones and ears are each strongly defined—making a face that is angular, fairly rugged, and strong.

Eyes The large, full eyes such as Mr. Wilson possesses are a sign of keen judgment for word values. Such indicate verbal memory, verbal expression and ability for speech and literary quotation. This being connected with his critical intellect helps him make a fine distinction of words and their use, and is the basis of

literary talent. Such men have an inclination which leads them to work hard in order to become masters of language. Mr. Wilson specialized in this respect and has acquired language mastery. The eyelids are rather thick, and this, together with the way they hang, indicates a nature at once methodical, critical and particular in matters of intellectual tastes.

Nose The nose of President Wilson is strongly developed, projecting at the base somewhat from the face, is like the Roman type in its form and shows mental and motor activity, defensive energy rather than the spirit of aggression, and bespeaks Mr. Wilson to be the defender rather than the aggressor. It shows him to be a fighter of word battles and for moral principles rather than physical; for the good of all rather than the destruction of any. He will fight for liberty of thought and expression rather than for blood and animal conquest. He will instruct and set others right rather than fight, unless under great provocation. Then he will fight and fight hard.

Mouth is Less Expressive The mouth is less expressive than the eyes or nose; still it is a talking rather than a silent mouth. There is indication of control both of speech and feeling in the way the lips are formed and held. He knows how and when to put the bridle on his tongue. The upper lip is long, strongly molded and indicates mental persistence, continuity of thinking, dignity and self-value. He has the genius of concentration. The lower lip is long, rather thick and heavy, and shows select social emotions—a

family soul, but of reserved, conservative and distinctly proper order.

Chin The chin is rather long, round, full and firm in its build and mold, which is indicative of strong domestic impulses, of tenacity, of the dogged and pugnacious fighting instinct. The line from the chin to the crown is quite long and indicates the strength of will, firmness of purpose in men of this motor-mental type; shows practically a double-crowned head.

Cheek Bones and Ears The prominent cheek bones are large. Slightly projecting ears are signs of the motor man and show unusual physical endurance for the man of such relatively slight build. These bespeak length of life, personal magnetism and good muscular coordination.

General Summary

¶ *(a)* The natural tendency of President Wilson is toward mental and physical activity. He is independent, has high self-value and self-control, is proud, firm, aristocratic, and difficult to move when his mind is made up and his will fixed.

¶ President Wilson has more mental than physical energy; more activity than vitality. He is determined and conservative, deliberate and cautious, tactful and diplomatic.

¶ In sympathy he is strong; in friendship, sincere. Men of this type are constructive in their imagination

and program, observant and analytic in their mental life, ethical and educational in their ideals and aspirations, given to mental law and logic, rather than social vanity or commercial greed. They live in a mental and moral world, in the realm of moral science and ethical religion. They stand for progress, education and liberty. They are apt to seek the uplift of the race by banishing ignorance, superstition and other limitations. They are the saviors rather than the commercializers; the pioneers in thought rather than captains of industry. They believe in democracy of brains rather than glory in the wealth of nations. They are defenders of the good, right and true rather than aggressors and exploiters of the poor, or tyrants over the weak.

¶ *(b)* The dominant tendency of people like President Wilson is toward very cautious thinking and practical philosophy rather than daring executive actions. President Wilson is not a joker or fun maker. He is too serious for that. Yet he may enjoy sallies of wit, repartee and subtle humor, but this will be more in the line of boyish playfulness than anything else. He is likely to enjoy times of relaxation, when he will show a jovial spirit and seem to lower the bars of his dignity. Still he is self-possessed and conscientious of his personal responsibilities at every turn.

¶ *(c)* His nature is by no means two-sided; if it is, both sides are about the same. The change will be a change of development, a sign of growth rather than an alternating of his personality.

¶ He is distinct and individual in his spirit and attitude of mind as well as his deportment in daily life.

There seems to be something about him which says, "So far canst thou go and no farther." It is not an aloofness or decidedly overbearing habit that he has; it is rather a select and private sense of individuality. Few people ever get into the real privacy of his life. When anyone is so fortunate, Mr. Wilson will prove a confiding friend and a true man.

¶ *(d)* Such men feel deeply, express themselves strongly, but always guardedly. They are safe men, wise men, conscientious men. They look at consequences; they live in the ultimate imperative. They are guardians of established order, and wait the urge of logical progress before attempting to lead either too far or too fast. They are militant in the absolutely needful, but will not seek aggressive action where reason and peaceful policies can bring victory without force of arms.

¶ They are not so much way makers, as they are builders on foundations which pioneers in thought and action have laid at the cost of blood and sacrifice.

¶ They organize to conserve and perpetuate the findings of other daring souls. They husband the crops which others have planted and develop the resources which others have found. They enrich the life of their fellows by the sheer force of their moral and personal influence.

Note This analysis is worked out somewhat differently than the others found in these lessons. Let the student make an independent summary of the main characteristics of Mr. Wilson from the descriptions given under the various headings. Write your summary

notes on a blank sheet of paper after reading the analysis twice through, noting the headlines of each point of the analysis and the directions given for the student. Then close the book and make a summary to fit in the following outline, using the series of topics and sub-topics in the order which they occur.

(1) Personal data for analysis.

(2) General equipment and conditions.

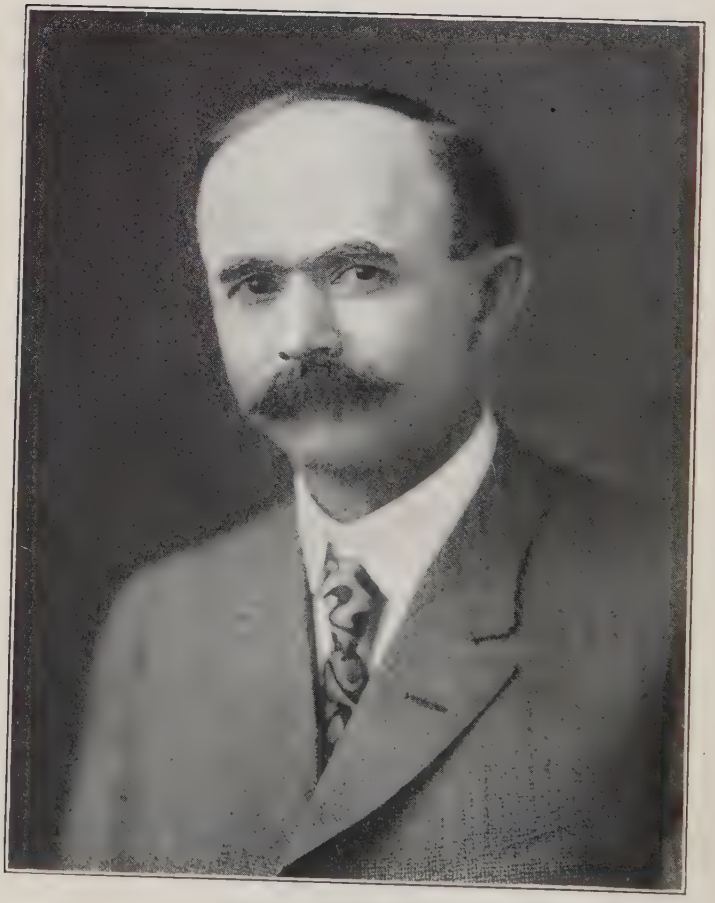
(3) Special type.

(4) Mental endowment.

(5) Character development.

(6) Vocational interest.

¶ This will be good exercise.



JUDGE BEN LINDSEY

Psycho-Physical Analysis

of

Judge Ben Lindsey

Physical Equipment Judge Ben Lindsey is five feet five inches in height and weighs one hundred pounds. He is forty-seven years of age and is thirty pounds below the weight required for his height at his age. His hair is brown; the color of his eyes, blue-gray. The size of the head in circumference, height and length is unusually large. The nationality of his parents is American. It will be seen from the above data that the Judge is "top heavy." He has too much brain for his body. He uses up his vitality as fast as he can make it, and lives on the edge of his strength all the time.

¶ He has a fine quality of organization. This is seen in his fine hair, thin, clear skin, delicately molded face and features and in the general build of the whole man.

Special Type The Judge is a pronounced case of the *Mental type* of make-up. Few men live the brain life and work on the mental plane as Judge Lindsey does. It is surprising how he keeps up his unceasing activities with such a predominance of the brain and the nervous system, and at the same time engage in a sedentary occupation as he does, without exhausting himself physically. Such men die at the top first; they become nervous wrecks before living out the regular span of life. It is only by rigid husbanding of their physical forces that they are enabled to achieve fifteen or twenty years of working life.

¶ The face is almost pear-shaped, being broad at the upper region and narrowing down to the point of the chin. The eyes are bright, large and penetrating, showing a very active intellectual condition. The mouth is strong; the jaws are unusually developed for this type of face. The wide head in the region of the ears and the whole expression and build of the face and brain indicate not only activity of body and mind but intensity of spirit. The Judge is built light and has a very responsive nervous system. He is on the *qui vive* all the time. He is never fully asleep; he is intensely alive, alert and awake.

¶ Mentality rather than vitality is the genius of this man. He has the *three story build of brain.* He is tremendously in earnest, full of enthusiasm, bubbling over with mental life and spirits and must be counted as a dynamic force.

Mental Endowment Judge Lindsey's type of face shows a high state of human evolution. The frontal lobe of the brain is highly developed. All the brain in the front part of the head is ample; the intellectual powers of analysis and intuition are unusual. He is as intuitive as any high type of woman; and this intuition is backed up by a very critical nature. He gets into things and problems both intuitively and critically, without having to go through the routine of examining all the facts. He has a very active and strong imagination; he can foresee conditions and situations. He is an analytical and deductive reasoner. Only by schooling himself to observe facts will the Judge be able to avoid being too theoretical, too imaginative;

only thus will he prevent his mental life and his feelings from being biased by intuitions and snap shot judgments. He is highly sensitive to his surroundings, and very readily takes on the conditions and states of feelings of those about him.

Character Development and Reactions Judge Ben Lindsey is a fighter "from the word go"—*a mental fighter.* The cause in which he fights is determined by his high sense of moral values and social interests. He resembles his mother very strongly in his social nature. It is not surprising that he should battle for the rights of children; that virtue and morality should be the ideals of his life struggle. He is intensely ethical and kindly in his spirit. There is frankness, sincerity and a lofty tone in his social and moral life.

¶ He is warm hearted, frank, emphatic, almost blunt in his expression and conduct; yet underneath this is a lot of kindness and sympathy. He possesses a strong love of praise and approbation, such as is found in the feminine nature. He is ambitious, aspiring and keenly alive to public approval.

¶ While he will foresee the need of providing against a rainy day, he is non-commercial and will be more or less careless in matters of his own finances. He is a man of many acquaintances, but has only a few near friends.

Vocational Interests The whole development of this man, both of body and brain, indicates the talents of the teacher, the public moralist and the welfare worker. He could have succeeded in the pulpit

as a live, progressive, liberal minded clergyman; but he could also have succeeded as a writer of constructive fiction with human interests involved. There is no question about his mentality—the only trouble is that he is too versatile; he has too many interests. While the law has found an able exponent in Lindsey, the Gospel ministry or sociology would have found a strong and effective worker in this fighting judge.

General Summary

¶ Quality and intensity are clearly written on the entire make-up of Judge Lindsey. The fine hair, thin, fine skin, clear, blue-gray eyes and clearly molded features strongly indicate quality. He has a condensed, concentrated organism and though below weight thirty pounds for his height and below height at that, he is still much of a man—much in little.

¶ His head is nearly twenty-three inches in circumference. His hands and feet are small, his limbs are slim; but the wiry muscles are well adjusted to his light bony frame.

¶ There is neither padding nor waste evident. All the front head is large, but the upper forehead is pronounced in its development — the thinker and analyst type.

¶ The head is wide about the ears, for its general build, especially behind the ears in line with their top section. This development corresponds with his square,

prominent, fighting jaws, and they both indicate energy, power of combat and contention and self-defending power.

¶ The head is unusually high in its build. Ambition, self-consciousness, in the sense of self value as well as the moral elevating qualities, are striking. This is the ethical and altruistic rather than commercial conformation of head.

(a) The prominent segment of the upper frontal lobes indicate his intellectual power and his tendency to analyze and theorize. This positive development is seen in all thinkers.

(b) The projecting ear and its type bespeaks great ambition and love of distinction.

(c) The width of the brain mass at the base and across from ear to ear indicates energy, both aggressive and defensive.

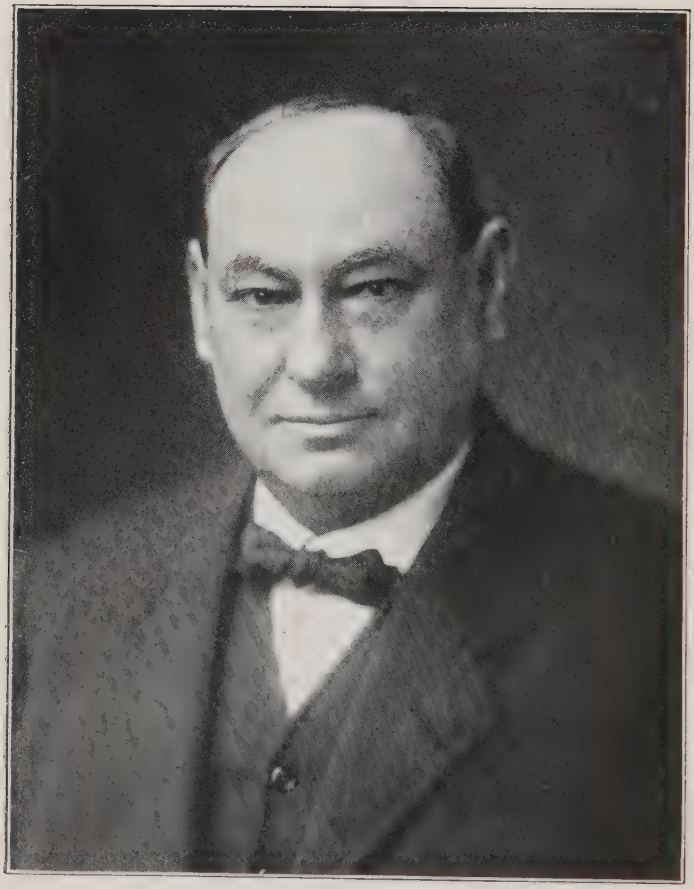
(d) The square, strong jaw shows lightning power and tenacity.

(e) The three-story height of the brain mass tells of a kind heart; a love for humanity at large.

Salesman's Directions for Approach and Handling

¶ If you wish to sell to such a man as Judge Lindsey you must have your wits about you. Plan your sale according to his organization and mental reactions. You will need to be cool and quick witted. Have your proposition thoroughly analyzed; and then appeal to his altruistic nature. Recognize his broad spirit, his sense of kindness and his literary tastes.

¶ You cannot dogmatize with a man like Judge Lindsey. You cannot afford to fight with him. Your positives must be tactfully demonstrated. Your appeal to his unselfishness must be enthusiastic. You cannot sell a man like him if you are half asleep or below par physically or mentally. Your sale will be a mental battle. Your victory will be assured if you approach him from the directions here given. You must appeal by presenting your evidence clearly and overwhelmingly. No detailed explanations are necessary with such people as the Judge. Facts, analysis, moral purpose and interests; these must be used to get such people to re-act.



DR. H. W. WILEY

Psycho-Physical Analysis

of

Dr. H. W. Wiley

Physical Equipment and Condition

Dr. Wiley, who is seventy-two years of age, is six feet one inch tall, and weighs two hundred and forty pounds, making him *a plus man* so far as physical bulk is concerned. The color of his hair is brown, his eyes shading into the same color. The nationality of his parents, American; education, college and university.

¶ It is easy to see that the doctor has more than one-third man to spare physically. While his brain is above the average size, his bodily powers are greatly in the ascendency. He is a fine animal, fine of grain, large of bulk, splendidly organized and well calculated to enjoy all the things that pertain to physical and social life. Few men are so well equipped physically as Dr. Wiley. He has a tremendous amount of working force and available physical power. With due care of himself, possessing such an organism, he should live to the full span of a hundred years.

¶ At seventy-two he is well preserved, and evidently has taken great care of himself. He is not older than some men at forty-five, and has more physical strength and endurance than many men at fifty.

Special Type

Dr. Wiley has fine development of the organs used in creating vitality out of food and air. He is, therefore, a good example of the *Vital type.* His chest is ample. His neck is short, requiring a

No. 18 collar, whereas Judge Ben Lindsey wears a No. 14½ collar. The middle and lower regions of his face, from the eyes downward, are in fine contrast with the facial build of Judge Lindsey. These two men are as far apart physically as they can well be—one has a predominance of the brain, the other of the body; one has the sensory or mental, the other the nutritive or vital type.

¶ The next physical elements in Dr. Wiley's constitution are the motor powers. What a fine bony frame he has! See the width of those shoulders, the amplitude of the chest. Notice the solid, compact build of the face. All the signs of endurance, power to resist disease, abundance of physical strength, reserve of energy and a strong hold on life are evident in the entire make-up of the man.

Mental Endowment Dr. Wiley has a comparatively long, narrow type of head with a square and rounding build of face. The eyebrows are unusually pronounced; the head is long from the ears to the root of the nose. It will be of interest to contrast the build, size and the way the ears are attached to the head in the doctor and in Judge Ben Lindsey; also to notice that Judge Lindsey has a massive brain in the frontal region—almost the opposite in shape and development to Dr. Wiley. The doctor is a fat man, a visual minded man, a collector of data. There is more than one sense in which this is true of him—he "comes from Missouri" though he may have been born elsewhere. He is the scientific and practical cast of man. He is interested in things—in single things, things in the mass. His specialized observing power amounts to

genius. The front of the brain at the top of the face is of the same type as that of Charles Darwin; only his soul is more domestic, motherly and tender than that of the great naturalist. This gives him his interest in substances, things and human beings, rather than animals and plants.

¶ Theories do not enter into the mental life and experience of this gentleman—at least he shies at them. *He wants facts*—all the facts—and then with microscopic care he will examine each one and trace its relationship to some other. He is an example of the inductive type of reasoning—a visual evidence man. He is not a speculator so much as an enumerator; not a visionist so much as a pragmatist. He is a plain man rather than an abstract and theoretical reasoner.

Character Development and Reactions

Dr. Wiley is a man of domestic spirit, home life, quiet manners; a reader of books and men. His speech will never be fulsome. His words will always be specific. He will tell the truth not only *to* his friends, but *about* his friends. He is without gush and is practical. There is no evidence of wild speculations or intense enthusiasms. He is kindly without being sentimental, conscientious without being a stickler, and interested in the betterment of human life without being a preacher. This life and this world, these folks and this country, play the major part in his experience. He is a worker who will card index results. He does not go much on futures or possibilities. He deals with the *now* and the *here*.

¶ The ample chin, the fine physical make-up, the

long, rather flat, narrow type of head, the serious expression of face, and the brow projecting at the center and base, show a humane, practical, straightforward, reliable, determined type of man.

Vocational Interests It is not surprising that Dr. Wiley should have chosen the profession he has followed; but he would have been just as good a scientific farmer on a large scale as a chemist. He is a practical man, splendidly gifted for collecting evidence and analyzing it.

General Summary

¶ The fact that the head is of the long, square type, rather low and narrow in its build, shows that the interests of the individual are intellectual rather than commercial. The head is more narrow in front of the ears forward than it is in the region back of the ears. If one takes a back view of such heads they will be found square in their outline. Caution, solicitude and awareness of danger are clearly marked in such formation.

¶ The face is large from the eyes to the chin and indicates the wonderful constitution of the possessor as well as quiet friendship, home love and the domestic spirit. The nose is long and at the base stands out from the face which is a sign of investigation, analysis and the ability to penetrate. The decided prominence at the root of the nose, the strong eyebrows and the pronounced development of the base of the forehead are signs of the observational mind, scientific talent and accurate judgment of matter.

¶ The mouth is not of the communicative type. The rather small eyes, the square back head and the strong bony frame go to show that his language will be carefully selected, and that he will be slow and deliberate in expression.

¶ Thoroughness of research, grasp of mind, wide range of judgment, caution and solicitude are strongly marked in Dr. Wiley. He is visual minded, clear in analysis, persistent and painstaking in his studies. While not a born leader he would take his stand in self-defense and service.

Salesman's Directions for Approach and Handling

¶ Mr. Salesman, you must show your samples to this man, explain how they are made, and of what they are composed. Do this to prove their value by tests and evidence. You don't need any ceremony in approaching this man; you need samples—samples that appeal to the eye, that show quality, durability, real value. You cannot bluff a man of this type, nor can you tell him a story in order to get on the blind side of him.

¶ You can satisfy his desire for facts. You can convince his demand for evidence. You can prove your own reliability and that of your house; and in this way switch past his senses to his will. Friendship will appeal to him; but the quality and the dependability of the goods will have more weight. Your sample case properly arranged is your biggest argument with men of the type of Dr. Wiley.

Psycho-Physical Analysis

of

John H. Patterson, President, National Cash Register Co.

Physical and Mental Equipment

John H. Patterson, as the world judges size, is not a large man, but as a physical mass he is highly concentrated. He is very intense as a working organism —as a mind. At seventy-one years of age he stands five feet, nine and a half inches, but he only weighs one hundred and thirty-five pounds. His head is relatively large. The brain mass is alive in every tissue.

¶ Mr. Knox says that the Great American desert is not located in the Southwestern States but under the hats of most people, there being only ten per cent of brain power used. This statement could not be made concerning Mr. Patterson. He is a college graduate. He has irrigated or otherwise brought into use most of his brain mass. Then the temperament of the man is of that order which makes him *live a brain life*—a nervous system experience. He is not hindered by the flesh; not held down by the demands of the body so far as the free action of his mind is concerned. The main trouble with his body is that he has not enough of it. He could easily carry forty pounds more flesh, if distributed in red muscle, vital organ, and other necessary structural parts. He has too much engine for his boiler. He lives to the last item of his vitality. His brain consumes everything, almost to the consuming of his body. This is his danger line. He will die at the top like most little great men do.

JOHN H. PATTERSON
PRESIDENT NATIONAL CASH REGISTER CO.

Special Type Mr. Patterson has the *Mental type* of physical make-up, and the quality of mind and spirit predicated by this physical basis. He is rather slim of build. His limbs are light and well adjusted, very responsive and accurate. His hair is reddish-brown; his complexion is florid; skin in grain is fine; hair is fine; eyes are grayish-blue and very expressive; the whole countenance is animated. People of this type are always intense—sometimes it is emotional intensity—always fully alive to what is going on and what can be done. His eyes are of a grayish-blue color, as we have said; and the gray shade of them, like the tint and coloring of the skin covering the frontal brain, makes one think of the coloring of the gray matter of the brain. These indications suggest the life of the man and the intensity of the mind.

¶ The story of Mr. Patterson's heredity is pregnant with racial meaning. There is Scotch-Irish blood in his veins from both sides of the parentage. He is essentially Scotch; but he is an American by breeding, training and environment, together with his dominating brain, life and temperament. He is tense and intense, alive in every fibre of body and every faculty of soul.

Mental Endowment Nothing of any real importance will escape his reason and analysis. He is a veritable mental cash register demanding a receipt; a perpetual suggester of ideas and ideals; a sifter of evidence and a collector of facts; a kind of half-way house between science and philosophy. His mind is a kind of green-house in which spring up multitudes of plans and organizations; it is a sort of nursery

wherein grow all manner of commercial children too numerous for him to care for until maturity and too diversified for his parental oversight. He is both creative and constructive. He adopts and adapts ideas and principles with vigor equal to his power to originate.

¶ In looking at Mr. Patterson's desk one will find perched over the ink-stand a model of Napoleon, the Little Giant, who tried to conquer the world. This is a symbol of Mr. Patterson's genius and ambition. He looks at the world like Napoleon did, with a desire to conquer, but not with the means that Napoleon used and not with that purpose in mind.

¶ He started the work he had in mind to achieve, and the world knows the result. The cash register has certainly written the history of this man's life.

Character Development and Reactions Mr. Patterson is intensely personal in his emotional life; inwardly active rather than outwardly expressive. He feels in terms of reflective action rather than emotional expression. His heart is in his head rather than on his sleeve. Social feelings he has, common and domestic, rich and responsive, but they are directed by reason, and walled about by high and impenetrable psychic material, which in the fox we call cunning, and which in common business procedure we call tact and policy. This applies to his moral feelings and ethical sense as well as to his religious sentiments. He seldom expresses himself on his emotional side. He seldom exposes himself to the gaze of others. The great under current of his life is seldom seen in either ebb or

flow, but it is there, and goes on just the same. He is a business thinker and analyst of things that are going on. He is progressive and has a keen sense of personal responsibility.

Vocational Interest and Aptitudes

Mr. Patterson is *essentially a business man,* a manufacturer. He would be able to succeed just as well as a business man in the manufacturing and handling of dry goods as in the line of business mechanics. He could have become a manufacturing chemist, and in this line he would have dealt with the technical phases of that line of service which would have been out of the beaten track.

¶ His original mind, creative and constructive talent, business interests and instincts adapt him to most kinds of manufacturing and commercial lines of life.

General Summary

¶ Being of Scotch-Irish heredity, with the former clearly emphasized, Mr. Patterson is naturally persistent and prudent in his emotional nature. He is keen and comprehensive in his mental interest.

¶ The fact that he is of the blond type and slim build, finely grained in his organism, accounts for his active physical nature and intense mind.

¶ His brain formation, shown in the width of skull in front of the ears, accounts for his commercial talent.

This, co-operating with his well developed frontal brain, bespeaks his lively interest in advanced means and views of business life.

¶ His florid complexion, thin skin, fine and rather curly hair, and his gray-blue eyes, clearly indicate the intensity of his life. He is wide-awake from head to foot and fully alive in all directions.

Salesman's Directions for Approach and Handling

¶ The front door of this man is his intellect. You will have to sell his gray matter. "Sob stuff" will find little response from a man of this kind. You must approach a man of Mr. Patterson's personality in a clear-cut, business-like, non-emotional way. You must clearly, forcefully and earnestly state your proposition so as to appeal to his reason, his sense of commercial value and his alert mind.

¶ If your proposition has a universal appeal and you can set it down before his eyes and analyze it with sufficient clearness, you can sell him at the first interview. You must concentrate and condense in dealing with a man of his nature, for he is both conservative and speculative. He will take a risk but must have the evidence strongly put. You can't jolly, joke or jabber much with him; but you can interest him by real value, utility and action. He will decide instantly upon being convinced.

JOHN D. ROCKEFELLER

Psycho-Physical Analysis

of

John D. Rockefeller

Physical and Mental Traits John D. Rockefeller is perhaps the best known and least understood of any of America's great men, for the reason that he never fully discloses himself. *His life is hidden and deep.* His wonderful self-control, secretiveness and self-concealing power practically fence him off from everybody except his most intimate friends, or rather, business associates; for in the last analysis friendship with him is an unfixed quality. His life is like a closed book, leather bound, gold-clasped, to be used for private circulation alone and referred to for business purposes only. A man may escape his friends but not his own skull, his own face, his own walk, his own looks.

¶ John D. Rockefeller's height is five feet nine and one-half inches. He weighs about one hundred and fifty-eight pounds, but has probably weighed as much as two hundred pounds. He has a head measurement of more than twenty-three inches in circumference.

Special Type Mr. Rockefeller has the *light built, motor-mental type* of make-up. In many respects he is a fac-simile of his mother. He has a feminine type of muscular organism. This is indicated in the grain, the quality, the lightness and length of muscle and its flexibility and power of adjustment. His muscular response is as quick and as accurate as a cat. It is as

strong in many respects and as certain as that of a tiger. He wastes no energy in motion. Every movement is an efficiency movement. His face shows this. His mouth and eyes in particular indicate it.

¶ His voice is light, rather high pitched and not very strong. His speech is distinctly accurate, especially as to the use of his words. The manner of his speech is suave, business-like and penetrating. His mind is alert, wide-awake and keen in its analytic working although he is seventy-seven years of age.

Mental Endowment There is no disputing the fact that Rockefeller is a man of superb genius—too big to be in business for himself. He should have been hired forty years ago by the United States government as a specialist in finance, and as an inventor of new commercial enterprises and methods. He has abounding genius in this direction.

¶ He is long-sighted, fore-sighted and has wonderful power of value analysis. He has the ability to measure situations. He instinctively sees worth in all movements and activities. He has a visual and auditory type of mind. He never lets go any impression coming through these channels. He must have a remarkable power to recall very remote and also very recently gathered data. His memory for names of people is unusual. He recalls faces of persons, their main characteristics, and the circumstances under which he met them, with phonographic accuracy. His ability to recall figures and to do quick and accurate arithmetic must prove a surprise to his friends.

Character Development and Reactions John D. Rockefeller *has a mixed personality* in which is compounded the conservation of a mature life with the optimism of a boy of fourteen. He is like the eagle that ascends to great heights and views all beneath. He is able to see and foresee big commercial values and at the same time recognize the minutest detail.

¶ He gathers facts with the accuracy and industry of Darwin, analyzes mind and human situations as well as George Eliot, thinks in harmony with the pragmatic values of Professor William James, and handles men with the power of retort and repartee of the Irishman, the smoothness and blandness of the French, the stubbornness and persistence of the Scotch, the cunning and cat-like concealment of the Japanese, the conservatism and aristocratic quality of the English, the religious interest, the enterprise and trading propensity of the Hebrew. Yet an American is John D. Rockefeller—the only man of the kind who ever lived.

The Face Note the face of this great man. It is distinctively an out-curved face. The middle zone is by far the longest and strongest, indicating as it does, self-control, self-care, self-direction.

General Summary

1. The long, strong, prominent chin is indicative of muscular tenacity, great heart power, love of life, and physical endurance.

2. The anti-social nature of this man—the fact that

he cares little for people—is shown by the thin tight lips and the general compression of all the features.

3. Thought and emotional control, self-concealment, tact, cunning and caution are shown in the way the eyes and mouth are closed, in the width of the skull above the tips of the ears and in the squareness of the head from a back view.

4. The length and largeness of the upper lip go with great power of concentration, mental control, the sense of self-value and persistence of will.

5. Defensiveness, quick response power, self-love and sense of leadership are shown in the build of the jaws, the light muscular frame, and the general angular appearance of the whole face.

6. The eyes are small, penetrating and cold in expression, showing the far-seeing, shrewd, microscopic type of observing power.

7. The whole development of the frontal brain and the specially pronounced development above and about the eyes, the middle and upper center, show remarkable scientific talent, judgment for details, keenness for analysis and insight into big problems.

8. Strong religious interests with less sense of ethical value, together with an awareness of spiritual things, are shown in the height of the head, in the upper central region.

9. The self-direction, motor control, ability to hold appetite and feelings in check—a sure sign of stability and

determination—are shown in the high crown of the head, prominent nose, and the pronounced molding of the upper lip at the center.

10. He is a wonderfully specialized commercial genius.

Salesman's Directions for Approach and Handling

¶ If you are to sell a man of John D. Rockefeller's type you had better first carefully study the above analysis, or make one for yourself if possible. In other words you must analyze your man or you will jeopardize your sale. You can't "happen" or "drop in" on a man of this type. You can't surprise him. You can't move him by tricks or by appealing to his feelings. His judgment is too metallic for that. You are on a cold blooded business. You are under the efficiency test. There must be no lost motion or emotion.

¶ Have everything ready; self, samples, talk and every phase of your proposed sale. As you are delivering your broadside of statistics, facts and profit values, do so deliberately with confidence and coolness of mind. Look the man in the eye, use your index finger, stand on your record and the responsibility of your firm. Hit hard from every point of view by evidence and argument; then leave your prospect to analyze your proposition, sift the evidence and come to his own conclusion. You cannot sell a man of this type unless he thinks he is getting good value for the money invested.

Psycho-Physical Analysis

of

Harry C. Spillman, Manager, School Department, Remington Typewriter Co.

Physical and Mental Equipment Mr. Spillman is thirty-five years of age, five feet, ten inches in height; weighs one hundred seventy-five pounds; color of his hair is light brown; nationality of parents, Scotch-Irish; education, college, Normal School, and Business University with special studies in economics. The above data and other things considered show a very good equipment for physical life as well as mental action. There is good development of the three great groups of physical organs and plus values are shown in height and weight for the age. The brain is also above the average in size, with good development in the frontal and other regions, as can readily be seen by careful scrutiny of the picture above. This man has had a splendid mothering, inheriting as he does a fine constitution. Vitality and practical mentality are prominent in this man's make-up.

Special Type There is a good balance of power and a good *balance of temperament* indicated in Mr. Spillman's general make-up, with perhaps a predominance of the vital-mental temperaments. Mr. Spillman is built for managerial work, but managerial work that makes its appeal to human values. He wastes not, therefore, wants not. Every blow, either of brain or limb, has to tell, has to be an efficient action. Look at the self-possession shown in that face; see the appearance of self-control and self-mastery, achievements

HARRY C. SPILLMAN

MANAGER SCHOOL DEPARTMENT REMINGTON TYPEWRITER CO.

that call for determination, effort and persistent discipline. This gentleman is achieving success by his self-direction and self-culture. The best lessons he has received are the mistakes he has made. He will learn more in the university of hard knocks than in the schools of culture. He is an experienced man—a man who makes experience tell. There can be no question about Mr. Spillman's leadership, dominance of spirit and power to compel attention, as well as to convince others.

¶ Special temperament does not count very much in Mr. Spillman's case. He is a positive personality with a well-organized physical make-up, organized for creating and supplying all the vitality he needs. Such men are many-sided. They have few excesses, few weaknesses, no "yellow streaks." They are the same today, yesterday, and tomorrow, excepting that they are growing in experience and value every day they live. Life is a laboratory to such men, in which they work out experiments in terms of experience, whose ultimate value is set forth in terms of achievement. He is a positive force, a strong character and a many-sided man.

Mental Endowment The brain in the front part of the head is well developed. The face is rather out-curved; the mouth is built strong; the eyes and mouth show expressional power.

¶ In public speech men of this type say what they want, say it clearly, convincingly, and then stop—they do not speak against time. They are not extemporaneous speakers in the sense of getting on their feet and letting the mouth say what it likes. They think things through and suit the word to the action and the action

to the word. They talk business. They speak for results. Their talk is a selling talk, whether it deals with finance or morals. Results are the object; profit is the peroration.

¶ A man like Mr. Spillman has a clear insight into human nature. He knows how to analyze and handle men. He has a remarkable memory for evidence; he reasons from the known to the unknown; he thinks and expresses himself for reactions. What a remarkable memory for places he has, for the localization of thoughts, plans, interests—the power to objectify by his imagination just where things belong.

¶ This talent enables men to manage and keep before their attention large affairs, as well as numbers of persons. They know men by their characteristics—where they will work best—and they can keep tab on people no matter where they are located. Then, too, Mr. Spillman has the ability to analyze propositions, not in a hair-splitting sense, but to get the drift, the general outline, the practical bearings, and to open up problems and projects in a somewhat detailed and practical way. He is not of the high brow type; but he will carry the attitude of a cultivated man in his business dealings and public speaking. He has the creative ability of a leader and the executive ability to get others to carry out his ideas. He has ability to make original plans and propositions.

Character Development and Reactions Wholesomeness, soundness, dependableness, good cheer and brotherliness are dominant characteristics of Mr. Spillman's personality. He is full of work force as well as mental and physical energy. There

is a reservedness, a feeling of strength in his make-up which must have weight with those he associates with. There is nothing small or trivial about his manner or spirit in his dealings with men. He is far-sighted and therefore will be courteous in his treatment of others. He has a keen sense of humor without being a humorist. He enjoys a good story without being clownish. He is not noted for any fun-making propensity. He will tell a story for its business value and social worth, rather than for being merely humorous. His head is long behind the ears, which shows that he is strongly domestic and thoroughly human. It will not be difficult for him to make people accept him as their best friend. He is an economist without being a money grubber; a prudent man without being scary; a student without being a bookworm; and a business man of the modern type without being super-commercial.

¶ Availability, geniality and reliability spell the main qualities of this man's character.

Vocational Interests Mr. Spillman is essentially a business man, a dealer in things and men, a trader with enterprise. Modern spirit as well as uplift strongly mark his personality. Men of this type of organization and grade of talent naturally find their place at the top. They are leaders, rather than followers; they see openings and step into them; they recognize responsibility and carry it with grace and service. Mr. Spillman would have made a success as the president of a college of agriculture or commerce, just as well as he will succeed in the business world. Enterprise and efficiency will mark his progress and his domination in the

commercial world. This man knows a mass of data—of business psychology—and is building a reputation and business that is above criticism and that will endure.

General Summary

¶ In bulk, as well as in quality of organism, the physical equipment of Mr. Spillman is shown to be high grade. The hair and the skin are fine. The face is well molded, the features being regular and sharply defined.

¶ The prominent middle section of the face, from the eyes to the mouth, has the outcurved appearance. This, with the high crowned head which is long from ear backward, clearly shows his sense of self-value, ambition, and will-power, all of which are important factors in leadership and positive personality.

¶ The frontal brain is well developed at the base and upper center which is the common formation for men given to quick observation, keen analysis and insight into problems. It is the scientific cast of intellect. But his vital-mental type of body will incline him to the human and executive side in his science and business interests. While Mr. Spillman may not be so much of a detail and method man in business arrangements and dealings, as he is an inspirationalist and executive, he will be characterized by thoroughness and efficient action.

¶ From the top section of the ear backward a considerable distance is shown the rear outline of the head. This is the domestic or "heart" section of the human skull and brain. This means that Mr. Spillman will be

cool and clear headed on the intellectual side, but tender and warm-hearted in his emotional nature. The narrow rounded projecting chin and clear head, together with the fact that the back head is as strongly developed at the base as it is at the sides and upper rounding, indicates select but sincere friendly feelings.

¶ The way the mouth closes shows good emotional control. The sharp and practically straight nose shows discriminating taste, analysis aptitudes and a natural tendency toward things that refine and ennoble.

Salesman's Directions for Approach and Handling

¶ Now, Mr. Salesman, you are dealing with an able man when you get in the presence of a person thirty-five years of age who stands five feet, ten inches and weighs one hundred seventy-five pounds, with Scotch-Irish blood in his veins and who has an education similar to that of Mr. Spillman. If you remember that Salesmanship is generalship, a battle of brains, you will prepare for your conflict in every possible way and you will assume the attitude of humility and service, no matter how confident you are by nature. You cannot patronize such men as Mr. Spillman, but he will listen to your evidence. You must deliver the goods both in your personality, your manner of approach, the samples you use, and the house you represent. If you do this in a brief, cool-headed, deliberate manner you will sell a man of this type, but not until he is thoroughly convinced.

Psycho-Physical Analysis
of
Hugh Chalmers, President, Chalmers Motor Co.

Special Type Mr. Chalmers has a fine development of the *motor or motive temperament.* The whole organization, as shown in the hands, build of face, head and body, reveal a compactness and quality of organization which mark a man above the average in physical equipment, and one whose physical condition indicates health and endurance. The head is of the round form; the face conforms to the same order, and yet there is a ruggedness and angularity about the features which show a motor type strongly marked. The cheek bones are well developed; the head is broad across in the region of the ears; the nose is pronounced; the chin is strong; the mouth is that of a man of character and determination; the hair is dark; the eyes are dark gray; and the color of the skin indicates health.

¶ A man of this make-up is a worker and usually gets other people to work. He is on the job all the time and gets through a large amount of work without appearing to do much. Men of this type do not chafe or fritter away time; they make little fuss and little noise, but they do things.

¶ Mr. Chalmers would seem to have a Scotch ancestry by the conformation of his skull and the build of his body. He certainly has the spirit that hangs onto a task until it is finished—the will to work at a problem or situation until he has mastered it and achieved success. He will be irritated and upset more by people who potter and fume instead of plugging away and working than

HUGH CHALMERS
President Chalmers Motor Co.

he cares to express. In fact he is likely to drop such people from his force and workshop very quickly. He shows a determination to work. He is a genius in finding out qualities in men. He will be patient in bringing out the working force latent in individuals. He has evidently known the value of personal struggle and can sympathize with those who are really determined to make good, but he is too serious and too economical to waste time or money on mere pretenders or shirkers.

Mental Endowment The wide, expansive forehead, rather wide than high, with its ample development above and about the eyes, shows a man of natural mechanical genius and organizing ability. He may not be a practical mechanic, but *he does things and knows mechanical values.* He would moreover know the structure of any kind of organization, and that without being a business philosopher or a dreamer of dreams. He has the gift of insight, a keen sense of business values, a wonderful power of mental arithmetic, and the unusual endowment sometimes called common sense. That is to say he sees things in their true relations, analyzes situations readily, traces causes to their effects without much difficulty and comes to a working basis without much mental effort. He is a wise man without being a philosopher and his wisdom is plainly in the direction of business values.

¶ Mr. Chalmers is a student in the line of his special interests. He knows his job and is posted on the game he plays, is well versed in current matters in the line of his occupation, and from data so derived he can foresee and arrange for growth and development on commercial lines with unusual accuracy and profit.

¶ Business is business with him. He thinks in terms of business. Whatsoever he doeth must bring something to pass in the line of his life's work.

¶ His power of concentration is exceptional. He has the talent of Mr. Edison in the line of mental focus, continuity and concentration. The trouble with him will be just how to shake off his business responsibility and mechanical interests. It will be necessary for him to lighten these or possibly suffer from physical breakdown, for his mind is more active and dominant than his power to create vitality is efficient. It is only because of his tenacity and his determined spirit that he is enabled to get through so much work as he accomplishes, not because he has an over-supply of physical power.

Character Development and Reactions

Mr. Chalmers is a *busy man*—busy in thinking, in feeling, in doing. His life simply goes on. He is not attempting to make character, only he will achieve character. He is ambitious without being vain; self-confident without being conceited; sterling in his sense of honesty without setting up ethical standards for others.

¶ For a man of his practical mind and business ability he shows an unusual amount of faith in the things unseen; not that he is super-religious, but because he inherits a sense of reverence and an interest in the unseen. Mr. Chalmers is endowed with an unusual amount of tact and diplomacy. He is a good listener and also a splendid speaker. His advice is worth something. He thinks twice or three times before he speaks once. He is shrewd and farseeing; diplomatic without using the Irish blarney; cautious without being cunning, and

is built to conceal his thoughts and feelings without being evasive. He is a man with a principle and a policy, and that without being a strategist or an evader of responsibility. Look at those wide, inflated nostrils! Notice the line of the head from the top of the ear to the crown. All the self-guarding instincts which develop in this region of the brain mass are shown in the expression of the face. Notice also the expression of the eye and the form of the mouth. These seem to say, "You can't pass me unless you have a good, sensible proposition. I am reserved and ready for anything of real value, but you cannot sidetrack me from the thing I have in hand."

Vocational Interests The mechanical and the commercial are strongly represented in this man's talents. He is a manufacturer, a builder, a dealer. He can build anything or sell anything he sets his hand to. Unlike most men who are interested in mechanism, he knows how to commercialize his ideas. The danger is that individuals of Mr. Chalmers' type will overwork from exercising too much concentration, too much application, and become too absorbed in one thing. He is too intense and too determined to ever become fat. He needs to study and practice the gospel of relaxation with the benediction of play.

General Summary

Mr. Chalmers' head, it will be noted, is wide from ear to ear, and is wide across from the tips of the ears right up to the crown. This is a sign of a combination of

caution, discretion, awareness of what is taking place, and about to take place; of shrewdness, sagacity, tact and prudence. This is certainly akin to the Scotch inheritance.

¶ The upper central part of the forehead, especially just below the hairline, is rounded out unusually. This is a sign of his ability to read and handle men, analyze problems and people and, with his sense of caution, shows great insight into motives and the trend of problems. This development indicates his interest in human actions and human nature.

¶ His forehead is wide across and long from the ear forward, but it is relatively low. The width and rounded development of the sides of the forehead connected with the motor type of temperament indicate his intense interest in mechanics, in business organizations, and in the progressive movements of life. He is gifted for business analysis and business planning and business judgment.

¶ The expression of the eye with its partly closed appearance, together with its form and general setting, indicates sagacity, shrewdness, keen observation, ability for details, and the disposition to watch and weigh motives as patiently and thoroughly as a cat watches a mouse.

¶ The straight form and the broad base type of nose with its somewhat descending tip shows its possessor to be a good judge of the practical side of art values, to have good breathing power, and to enjoy investigating

and analyzing work applied both to the study of man and business.

¶ The flexible lips of his somewhat prominent mouth show expressional power and warmth of feeling. He will *speak with feeling and with force,* but his addresses will be deliberate, clear-cut, cautious, as well as comprehensive.

¶ The prominent, round chin with its dimple and general build expresses qualities of a fine domestic nature. It means that he has a gift for home life, ability to appreciate child life and things domestic.

¶ The motor basis to his solid well built frame signifies positive power, dependableness, strength of body and mind, and ability to move, lead and control men.

Salesman's Directions for Approach and Handling

¶ Mr. Salesman, here is your motor man. Give him the evidence and he will decide one way or the other. The motor type is the *action type* and he is likely to decide one way or the other as soon as he has studied and understands the evidence. Don't joke with him; be desperately sincere and in earnest. Exercise all your diplomacy. You will have to put it under his nose before you put it into his head. You cannot sell a man like Chalmers unless you are a big man yourself and are thoroughly equipped when you meet him. Little men can handle little men but it takes big men to handle big men.

Psycho-Physical Analysis

of

William Hale Thompson

Physical Equipment William Hale Thompson, Mayor of Chicago, in physique is a *plus man.* He is six feet tall and weighs two hundred and forty pounds. He is sound in wind and limb. Vigor, stability, soundness, bulk and power are apparent in his make-up. His temperament is the *vital-motive-mental.*

¶ Men of this type and proportion leave a distinct impression as they mingle with the crowds in life. They are positive forces, born to mold and lead. They are *way makers,* pioneers in thought and action. Mayor Thompson's personality shows the stamp of broad experience and training. There is healthiness, exuberance and strength, mellowed with refinement which makes him at once attractive and commanding. He has felt the throb of big life and has experienced the stimulus of the vast perspective. His mind has been broadened and given a larger and firmer grip by contact with the world of nature.

Special Type The build of the head and body is of the square, long construction. The fact that he is six feet tall indicates the type and tendency of organism for strength and action. The hair is dark, eyes are dark brown, skin dark and florid in tint and color. Such men feel deeply.

¶ The face conforms to the broad, square type. The upper zone from the eyes to the hair line shows a broad,

WILLIAM HALE THOMPSON

expanding forehead. Taking the distance from the opening of the ears to the root of the nose for the length, and the distance from temple to temple for the width, it will be seen at once that the front massing of brain is after the long and broad type. Men of this development are practical men, men of broad judgment, men of constructive qualities. They are builders and producers; they are constructive and practical; not the high brow or the low brow, but the open brow with the mental attitude of progress, unfoldment and construction as the main elements.

¶ From the eyes to the base of the nose, showing the middle zone of the face, is the area corresponding to the middle zone of the brain and is the section which shows the vigor and strength of the man's physical life and personal elements. The well built and rather long type of nose, the high cheek bones, the width across the face from ear to ear all indicate force of character, reserve power, vital and motor energy, work force, powers to be counted with for responsibility or for conflict. This section of the face is a composite of that of William E. Gladstone and Abraham Lincoln. All way-makers, men who do big things, men who have endurance, men who get on the front line of life, whether in physical, mental or moral regions, have the broad face in the upper section of this middle zone.

¶ Coming into the lower zone which includes the mouth, chin and jaw we have a fine mold and expression. Here are the marks of a splendid ancestry. Indomitable will and a pioneering spirit are indicated.

Mental Endowment Men of this composition cannot be small, cannot deal in trivialities, cannot give themselves to microscopic affairs. They are more given to ideas and ideals, to big projects, to life in the mass. Large things appeal to them and make them think. They resolve to do things and the challenge of big undertakings arouses ambition and a determination to succeed.

¶ There is enough of the sense of detail to give oversight and supervision; enough power of analysis to master the details of policy, plan or procedure. But this man has the executive type of mind. He is the directive and inspiring type who can organize life and work out the details through others rather than attend to the smaller things himself. He is a man of possibilities and sees things in their future values. He has a constructive imagination combined with practical judgment and good reason.

¶ Look at the length of the brain mass in front of the ear. Notice the ample forehead. See the solid and compact appearance of the frontal brain. All these are signs of a thinking man—a hard headed philosopher.

¶ Men of this type show what is usually called *good common sense*. While they are not high brows, they are good reasoners and seldom are outdone in a practical discussion.

¶ This gentleman is far above the average in mentality. He is able to examine evidence, see the trend of an argument, and he knows readily if the matter under

discussion is a bluff or a bargain, a real proposition or a mere pretense. In other words, he is wide awake mentally, has a good grip on the things going on about him, and knows what he knows with confidence and hard sense.

Character Development and Reactions

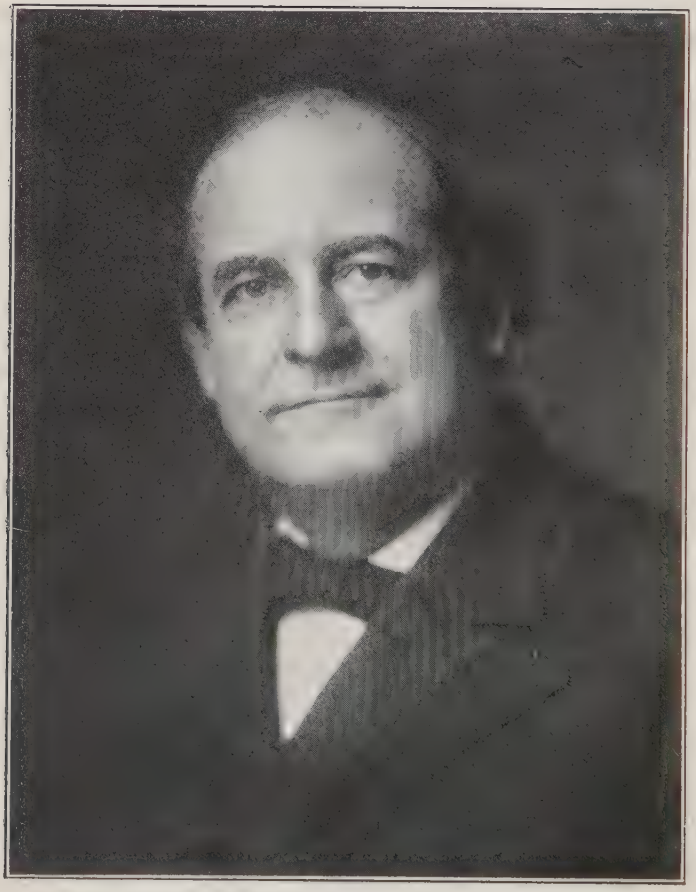
Men starting life with the biological background of Mr. Thompson have a splendid chance to live. Difficulties do not keep men of this type down, but they spur them to act. You cannot make them conform to the ordinary canons and standards of business life. They have so much initiative and independence, so much throbbing, quenchless energy, that they easily develop new plans of their own. They make true the idea that self-made men are the best-made men. Self activity to them is the only method of education and self-development is the method of making strong individuals. All *plus-men*—plus of brain plus of body—with a fine heritage like this man must have had, easily become leaders and constructive forces. The eyes show splendid feeling. They can melt with pity or flash with zeal. They are very expressive and attractive. The mouth is not the mouth of an orator; it is the mouth of conference, of friendship, and of kindly expression. There are a good many of the domestic, the boyish, the child loving indications in the chin.

¶ Conscience is a strong point of emphasis in this man's life and make-up. He may be religious through conscience and reason, but his religion is ethical and human, with emphasis placed on modern adaptation to social means. It is not so much a religion of ceremony

or creed as it is a religion of practice. He will see the higher virtues not in the professions of men but in their devotion to civic duty and personal life.

Vocational Interests and Aptitudes

While he is a business man with good business judgment, an economist and a man of prudential qualities, there is still a strong element of the altruist and the seer in his purposeful and constructive thinking. He is not, however, so much a trader as a builder; not so much a schemer as a seer of developing and unfolding values. He is an opportunist rather than a strategist; a leader and inspirer of others rather than one to depend upon mere officialism and machine management. He is a free soul, independent to the core. He has both fight and mercy in his blood; iron and honey in his heart; strength and tenderness in his soul. He will fight a square fight and fight to the last ditch. He will win without vanity or lose without a grudge. He is big enough to stand the victory and not small enough to be chagrined by defeat.



HON. WILLIAM JENNINGS BRYAN

Psycho-Physical Analysis

of

Hon. William Jennings Bryan

Physical Equipment Mr. Bryan is a splendid animal with the emphasis on the human side. He is not an animal in the vulgar sense of the word. He is such a national character that he is well known. He is five feet ten inches in height and weighs over two hundred pounds. His hair is naturally dark brown; the eyes are of hazel tint. He has all the indications of a healthy, vigorously built man. The head is unusually large, well developed in the upper zone, in the front and back; but it is narrow for its height and length. There are elements of well-being and wholesomeness visible in his entire physical make-up. He is hearty, normal and vigorous in his physical constitution, with more than the usual ability to work.

Special Type Mr. Bryan falls into the category of the *Mental-Motive-Vital type.* In fact he is a splendid illustration of the balanced type. He has a strong masculine cast of physical and mental organism; yet he is thoroughly endowed with the motherly qualities of heart. Look at that face. Notice the signs of kindliness, good nature, solicitude and unselfishness. This is not the commercial type of head, for that is invariably broader and wider in front of the ears than is that of Mr. Bryan. It is more like the head of the preacher than that of the trader; more evangelistic than commercial; more that of the altruist than of the financier. The photograph does not show the back view where the head is amply developed, but the lower zone of the face, which

includes the mouth and the chin, shows a strong attachment to the fireside, to the social circle, to the family and to the human family at large.

¶ Mr. Bryan has a democratic heart with more than political implications. His politics are the vestibule to his philanthropy; he is nearer to the Mount of Olives than to Cæsar's palace; he is nearer to the cross of Calvary than to the gates of Wall Street.

Mental Endowment The long, narrow head, the large eyes set wide apart in those ample orbit plates, the large, wide, forcible mouth, bespeak *expressional talent.* Narrow-headed people are always expressive and when a mouth is like a long slit across the face, with two long wrinkles from the wings of the nose to the ends of the mouth, you have a sure sign of talking talent, verbal memory and communicating power. Mr. Bryan speaks and thinks under strong emotional stress. He will appear to be cool and deliberate but his emotions are vigorously at work, propelling his thoughts, so that his words are freighted with dynamic power. He is not humorous, though he may be keenly facetious. He is not witty, though he may show signs of jolliness and fun. He may indeed seem to have a rollicking and racy spirit in his oratory but he is a serious-minded man —serious in feelings, in thinking, in talking and in doing. Mr. Bryan's convictions have often been in advance of his political judgment. He has a vivid imagination, a splendid memory for faces and persons, a keen sense of human analysis, a remarkable gift for creative leadership and a splendid insight into human nature. He has a broad human sympathy. He is more methodical in

his thinking than in his personal and his business matters. He can systematize his ideas better than he can card index his material things.

Character Development and Reactions

Mr. Byran is a pioneer in thought and feeling and is unquestionably ahead of his age in visions splendid for human welfare and unfoldment. He is a seer with many of the elements of the Hebrew prophets of old. There is no question about his personal sincerity. He may be able to play politics as a strategist, with democracy as the urge in his soul, but not as a politician who plays politics for personal interests and the usual spoils. He is certainly able to exercise caution and a degree of concealment regarding his plans; but he cannot hold himself long in check when he feels the interests of the common weal are involved. He must preach the word. He has the same "woe" upon his lips as the great apostle of the Gentiles had when he said, "Woe unto me if I preach not the Gospel."

¶ Mr. Bryan doubtless has a great many acquaintances, but not very many personal friends. Friendship with him is a sacred matter. Like many other leaders, he feels the urge of destiny, compelling him to take his own stand, "say his own say," and bear his own responsibility. He may be conferred with, advised with, yet in the final action it is Bryan who speaks and Bryan who acts.

¶ He has pre-eminently a *fighter's jaw and nose.* He will fight, not for blood, but for welfare; not for destruction, but for what he believes to be construction; not for

victory alone, but for principle. It is his heart that fights and not his fist; it is his spirit that goes to war, not his flesh. His conquest is from the skies and not from the plain of human slaughter.

Vocational Interests Mr. Bryan is a publicist—a John the Baptist to the human race. He is the people's tribune with the fervor and moral sense of an evangelist. He is a preacher whose Bible is history and experience, whose pulpit is the world, and whose congregation is every child of man. The Chautauqua furnishes a better audience than the political rostrum or even the pulpit, for the pulpit has not grown to the girth of his large soul and his constructive, practical spirit. He is the American reincarnation of the old prophet, Isaiah.

General Summary

¶ His narrow formed head in front of the ears and its unusual height at the upper frontal region go with his non-commercial and altruistic character. His full side head behind and above the ears tell of his prudence, tactfulness and self-protective values.

¶ His large, full eyes, and his prominent base and center forehead are the key to his talent for language, literature and, with his temperamental build, for oratory.

¶ His large back head, strong chin and ample neck are indicative of his crowd instinct, home love, patriotism, humanness and will power.

Salesman's Directions for Approach and Handling

¶ Mr. Salesman, if you sell William Jennings Bryan you must not speak too much of profit or gain. You must speak of good and of greatness. You must appeal to his sense of personal values and his strong democratic heart. You had better let your samples do the talking. Let your personal character place the emphasis and let your business connections have the main weight in your appeal. Remember he is of the mental-motive-vital, or the well balanced type.

Psycho-Physical Analysis
of
Miss Jane Addams

General Equipment and Conditions Miss Jane Addams' eyes are blue. She is above the average in height and weight. Her parentage is American. She has a college education and has gained experience through extended travel. Her color is medium.

¶ The observer's first impression is that she possesses reserved power and personal strength. The eyes and mouth show this. It is everywhere made evident through the body and the mind. Its measure cannot be estimated. This plus power, a sign of dominant personality, is a force to be accounted for by a close study of the quality of the organism, after the size and distribution of brain mass, as well as the physical inheritance have been considered.

¶ She is not of masculine build but she inherits the strength of masculine values, which are shown in terms of physical endurance, fine muscle response, a good bony frame, and strength. All of these qualities are refined by her feminine nature.

¶ She is equipped both physically and mentally so as to impress others with her masterfulness and her natural leadership. Her quality and size are refined by experience, education and active service.

Special Type Miss Addams is of the Mental-Motor type with indications of the Vital. The vital has been taken on during the last several years. A large active brain like hers usually goes with a less ample body.

MISS JANE ADDAMS

¶ Her mental temperament is shown in the large head and the long square face. The motor is shown in the square shoulders, the ample body and the muscular frame. The large brain, amply developed in front of the ears, the fine skin, clear, bright eyes, long, rather pointed nose, and the fine molding of the face show that the mental temperament predominates. She has her dream life, but her thoughts are guided by reason and experience. She is far above the average in mental grip and comprehensiveness. She is a thinking woman with a man's type of thinking brain.

The Frontal Brain Miss Addams has a striking type of frontal brain development. Her forehead represents a high type of mental evolution. The three dimensional measurements — height, length and width—are well defined. The height is seen from the root of the nose to the hair line. The length is seen from the opening of the ear forward. The third dimensional measurement is across the forehead, showing its width. It will be seen at once that the frontal section of the head is high, wide and long. The height indicates breadth of mental grip, and the length indicates comprehensiveness of mind.

¶ The most significant development of the forehead is the upper and central section. This almost makes possible a straight line from the chin to the hair line of the head. This is the inlooking and outlooking type of brain and mental development. It gives its possessor the *here and now interests,* mental adaptability and versatility, quick insight into difficult mental problems, a keen survey of unusual mental situations and power to

utilize suggestions from events and activities. People with this development of brain-mass sense quickly what to do now. They are students of social conditions and are interested in the problems of present day human beings. They get at the motives in men. They meet the changing sanctions in religion and society without consternation. They are naturally pragmatic in their philosophy of conduct and life. They base their perspective and program on the lessons of history, the proven results of experience, and they leave the prophets of future promise to their mystery and faith. They are doers of the word rather than hearers only.

Eyes and Nose The blue eyes bespeak moral rather than sentimental passion for the good, the right and the true. They express much of the inward struggle. They are set in a large orbit plate. They are above the average in size, and are round, rather full, and are set wide apart. They see distance, volume, mass, rather than particulars. They are expressive of comprehensive vision, of physical, social and mental values. The nose is long, almost straight. At the base it stands out well from the face. It designates tendencies to investigation, analysis, foresight and leadership.

Mouth The mouth is strong but its expression is not positive. The upper lip is long and indicates concentration. The cleft of the mouth is finely molded. Its whole structure shows controlled social and domestic feeling. It is the mouth of counsel, loyalty and comradeship. Like the entire face its shows seriousness without somberness.

The Chin The chin is round and prominent, and is the end of the long, strong jaw. This formation of the chin indicates constancy, strong desire for social appreciation, and deep interest in human love.

¶ The jaw and chin, the upper lip, the nose and the low placed, well developed ear signify action, persistence and perseverance. It is the jaw of the defender rather than the aggressor.

Vocational Interests Leadership, supervision and directing power are strongly marked qualities in Miss Addams' personality. The fact that the brain is massed high from the ear upward indicates moral and religious, rather than commercial, interest. Her brunette color and her seriousness show a natural inclination toward uplift work and human betterment. The strong motor elements in her constitution, the long, straight face and the rather narrow head in front of the ears show her interest in action rather than sentiment, in service rather than philosophy, in good works rather than speculation.

Salesman's Direction for Handling

¶ The student will do well to read over this analysis of Miss Addams at least twice and then answer the following questions in writing for his own practice.

1. Wherein lies the great strength of Miss Addams as shown in body, face and head?

2. Which features of the face are most expressive of social qualities?

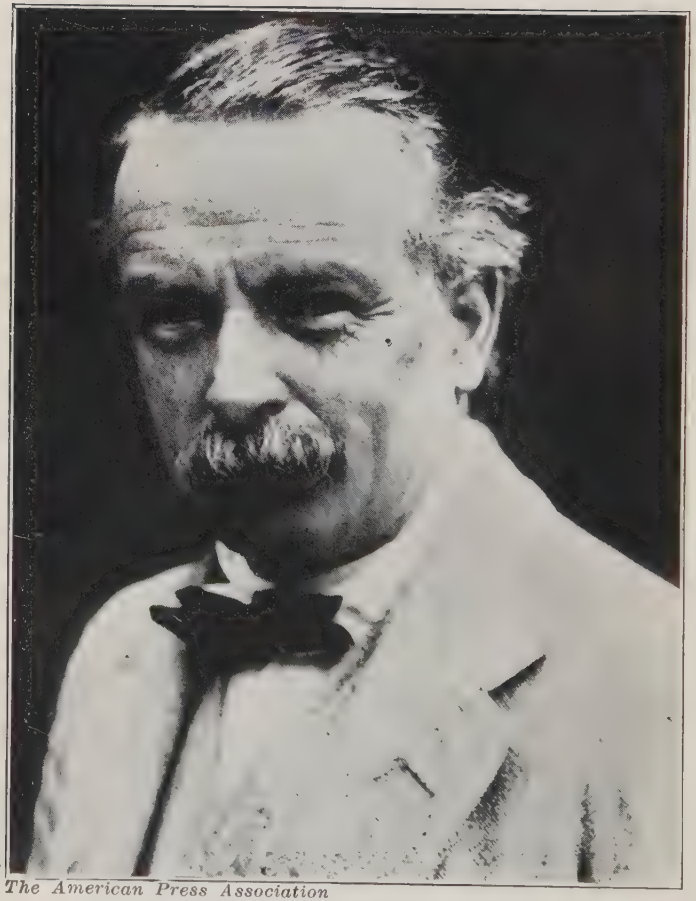
3. What is the significance of a mouth like hers as compared with that of Mr. Bryan?

4. What type of frontal brain development does the photograph of Miss Addams show—masculine or feminine? Explain why.

5. What type of face, so far as the form is concerned, does Miss Addams' most nearly approach—outcurved, plain or incurved?

6. What section of Miss Addams' brain contains her strongest motives—front, back or sides?

7. How would you get her attention and interest?



The American Press Association

DAVID LLOYD GEORGE
PRIME MINISTER OF ENGLAND

Analysis of David Lloyd George

Prime Minister of England

General Equipment Lloyd George has the Mental-Motive temperament. He is large of brain and small of body. We might call him a man with a three-story brain. Such a man must always take good care of his health, as he is stronger of mind than he is of body. His great mental energy burns up vital force faster than his body can create it.

Head and Forehead His broad forehead and thick head—through from ear to ear—indicate constructive, inventive and imaginative ability. His broad forehead also indicates a sense of humor. The bulging central portion of the forehead across denotes great reasoning and imitative qualities. His high forehead with its high dome indicates idealism and reverence.

¶ When we study that broad, high, bulging forehead we immediately realize that he is a man of great reasoning power—great constructive and mental ability—coupled with high ideals. He would undoubtedly have made a great Captain of Industry, had he cared to enter business and use his constructive and managerial talents in that way. As Minister of Munitions he showed remarkable executive and managerial ability. This is particularly noticeable when we note that he was trained as a lawyer and political leader rather than as an executive.

Idealism But Lloyd George's dominating motive is the ideal and not the dollar. He is interested in human rights rather than great wealth. After all, an

analysis never tells the whole story unless it finds the dominating motive in a man's life.

¶ Lloyd George has a big heart. His high forehead shows that he is an idealist by inheritance. His early home training indicates that he is also an idealist by environment. His father was a teacher. His home training was of the best. His mother filled his early life with the highest type of religious instruction. He grew up in an atmosphere of love for God and service to humanity. This training undoubtedly made him a democrat at heart and a hater of special privilege.

¶ With a high ideal as the motive he sought power in order that he might serve humanity. Like Lincoln, he got back of a principle, and fought so hard for it that the logic of events carried him into the most commanding position in English political life. For years prior to the war he fought and won political battle after battle in order to carry out his ideals. His ideals made him a hater of war, but when the war came he was, by intellect and training, the best equipped man in England as an orator, as a leader and inspirer of men, and as an executive.

Eyes and Ears Look at those kindly, smiling, humanity-loving eyes. The fact that they are bulging indicates speaking ability and an effective choice of words and language. These human, appealing eyes help to make him the most magnetic orator and leader of men in England. Lloyd George has large, generous ears. The upper part shows intellect and executive ability. The lower part with its long lobe is an indication that he belongs to a long-lived family.

Nose The nose is straight and strong. It is wide at the bottom, which indicates his ability to breathe easily and to get all the oxygen he needs. That designates physical strength. When the bony part of the nose is broad it is an indication of virility rather than vitality. Vital energy is shown in the fleshy part of the nose near the bottom. Taken by itself the breadth of nose is an indication of physical strength. But on the other hand, his large and active brain with his small body is an indication of preponderating mental superiority.

Lower Face The cheeks indicate good digestion and good health. The jaws are strong and designate bull dog fighting qualities. The chin is short, clean cut and strong. It is both a fighting and a quick action chin. Lloyd George has the head of a great thinker, but the chin of a man who loves action, and who loves nothing better than to get into the thick of the fight in behalf of his convictions. He is not the type of man who loves to fight for the sake of fighting. He abhors war and will fight only to bring about peace and what he believes to be better conditions.

Thought and Action Lloyd George's high straight forehead indicates that he reasons things out carefully before taking action. It indicates that judgment always rules his actions and that he will, therefore, never be likely to take hasty action. On the other hand, his short chin has made him a man of action as well as a man of thought. His mistakes, therefore, are likely to be mistakes of the chin rather than of the head. His chin says, "do it now," while his forehead says, "better think this over." Sometimes the chin

gets the better of the forehead—action is taken without all the evidence and due deliberation. But his mistakes are never intentional. They are mistakes of over-hasty action.

To Sell a Man of This Type

¶ In the first place be human, be fair, be honest. The bluffer would have no chance here. Do not go into details overmuch. This type of man will get an idea very quickly. His mind works with great rapidity. Give him the high points and enough details to make your demonstration clear. Your evidence will satisfy his reasoning faculties and your persuasion will appeal to his heart. While this man is an idealist, do not think you can sell him unless you satisfy his judgment which is keen and critical.

¶ Here is a man with the heart of a Lincoln but the intellect of a Napoleon. He will decide and decide quickly as soon as the evidence is all in. Talk to him clearly and enthusiastically. You will get along better by avoiding nervousness and the attempt to force a decision. Never use pressure in trying to close with such a man. Appeal rather to his reasonableness.

International Film Service

MAJOR-GENERAL GEORGE GOETHALS

Psycho-Physical Analysis

of

Major General George Goethals

General Equipment Major General Goethals is fifty-eight years old. He weighs about one hundred and eighty-five pounds. He is above the average in height. By descent he is a Hollander. There is every evidence of health and vigor. The movements of his body are deliberate. He walks with sure, vigorous but not rapid strides. His arms are not used much in gesture when speaking in public or when giving orders to his men. The skin and hair are of medium texture indicating that he is a man of vigorous brain force.

Temperament From a survey of his physical equipment we discover that Goethals is a splendid example of the Motor-Mental temperament. The bones, muscles and their connections are the outstanding characteristics in his structure. His body is well-proportioned. The length of the trunk is in proportion to the length of the limbs, which indicates steadiness of action and intensity. His wonderful motor build indicates substantial and well directed action and power of endurance. He is somewhat phlegmatic. The mental side of his make-up is shown in the full development at the top of the head. His measurement from the center of the ears over the top of the head is large. This mental temperament is likewise shown in the long construction of the head from the corner of his eye back to the center of the ear.

Head and Brain The contour of the head is square. It is wide and full at the center from ear to ear. This, together with his masculine build and his commanding personality, indicates that he has executive ability.

¶ That he is a *keen analyst* is shown in the strong development of the preceptives at the eyebrows and in the high, broad, slanting forehead. This is indicated also in the splendid development of the central section of the forehead across, his small, detail eyes and his peculiarly blunted nose. The nose is slightly incurved and may be taken to mean that his great work is done without personal ambition or glory as the motive. The slanting forehead denotes quickness of thought. He answers questions no matter how difficult with lightning rapidity.

¶ Another feature shown in the build of Goethal's head is his *idealism*. This is one of his strong characteristics. It is indicated in the height of his head at the crown, together with his delicate, tapering, mental hands, the open, frank countenance, the sympathetic voice, and straightforward expression of face and carriage of body. The large development at the back of the head indicates strong family and social instincts.

Combined Elements The head and brain mass, we have seen, point out the fact that he combines analysis with ideals and executive ability. His unprecedented work as an engineer required scientific analysis. He ingenuously used figures, machinery and calculating instruments, each of which required an analytical mind. He needed a proper sense of proportion,

a philosophy as big as the Panama Canal itself, ideals as broad as the work in hand. But his ideals had to be brought into execution by well calculated methods which only a man of his motor-mental temperament could accomplish. Goethals, then, is an *analytical idealist*—a practical idealist.

Executive Ability Still more wonderful does he become when we consider in addition to these qualities that he is an extraordinary executive. He is a good *executive of himself* first. This is indicated in his calmness of attitude and expression, his long, broad chin, his almost perfect nervous control and his poise. These qualities indicate his unusual ability to lead and control others—the masses. He is an organizer of men and of work. Perseverance, one of his greatest virtues as an executive, is also shown in the shape of his chin, his deliberation and his determination.

Sympathy His sympathy for humanity is shown in his broad lower face—the fullness of the lower cheeks, as well as in the head as above described. His genial manner, the mirthfulness playing about the mouth, his pleasant, cordial smile and his gentle manner have their influence with the men he employs to carry out his stupendous plans.

Handling Men His success in the Canal Zone was primarily due to the fact that he knew how to handle men. He exerted his executive powers not by force but by *placing responsibility* and telling his employees to meet their responsibility. When they proved incapable of meeting responsibility, their

services were shifted or dispensed with. The human element, therefore, was the side of the business which he emphasized most strongly. This is in keeping with his ideals.

¶ His correct selection of assistants and foremen was due to his executive ability and his understanding of human nature. Their brains and abilities were carefully analyzed and then put into such use as to effectively contribute to the success of the greatest engineering task of all time.

¶ His own words are conclusive, "In all our problems it is the handling of the human element that results in success or failure."

Three Wonderful Essentials Combined

In the last analysis Colonel Goethals is a *practical idealist of the executive type.* He is a magnificent human machine and all his parts coördinate in serving his ends. His ability to coördinate the machine and the man is the secret of his successes. Coöperation of mind and body is almost perfect in him. His nature demands coöperation of the men on the job in hand. He gets this, not by bluster or loud talk, but by calm demand.

¶ His work in the world will be a lasting monument to his unique genius. The building of the Panama Canal is a product of the man's mind and body. He is equally capable of the task of building the great merchant fleet required by the government of the United States. He could beyond question of doubt become a social organizer but the ideal around which he would center humanity would be practical. He believes in the manager

form of city government because it serves the practical ends of the community—it makes for efficiency and economy. It affords a pragmatic way of handling public affairs.

Salesman's Direction for Approach and Handling

¶ The salesman who wishes to sell a man of this type must be natural. Artificial or superficial attitudes will disgust him. He may not show it outwardly, although he has a keen sense of humor and appreciates a joke—real or human.

¶ Be sincere and original. A set speech is not so important. Let your selling talk be the natural outflow of sincere conviction.

¶ Do not waste time; for a man of this type is a quick thinker and primarily a man of action.

¶ Do not elaborate or go into great detail. He is strongly analytical, can read between the lines, and with the main points in hand will quickly give you his honest conviction.

¶ Bluff or bluster will queer you on the spot. Do not try to scare him into buying. He is too substantial for that.

¶ Being slightly phelgmatic and deliberate, it is folly to attempt to push him to a decision.

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